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Proceedings of the

Twenty-Eighth Annual Convention

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United Typothetae  
and Franklin Clubs  
of America



New York

October 6, 7 and 8, 1914



# United Typothetae and Franklin Clubs of America

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GEORGE M. COURTS	Galveston, Texas

# United Typothetae and Franklin Clubs of America

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## TWENTY-EIGHTH ANNUAL CONVENTION FIRST SESSION

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TUESDAY, OCTOBER 6, 1914

The Twenty-eighth Annual Convention of the United Typothetae and Franklin Clubs of America, assembled at the Waldorf-Astoria Hotel, New York, on Tuesday, October 6, 1914, under the presidency of George M. Courts, of Galveston, Texas.

The convention was called to order by James W. Bothwell, President of the Typothetae of the City of New York.

MR. BOTHWELL: I would like to state this morning that we have been very lenient in regard to beginning on time. We hope on Wednesday and Thursday to begin on schedule time, so that the program may be carried out as planned. If not, some of the people who have come long distances to speak to you may be crowded. The delegates will please take notice of this and be in their seats as near the opening time as possible each morning.

The Typothetae of the City of New York extends to you, visiting delegates, ladies, and friends, the heartiest kind of a welcome. It gives us a great deal of pleasure to see so many here at the opening session. We hope the program which has been arranged with so much care by your Program Committee will give you as much good mental food as the entertainment will give you pleasure. We have tried to arrange both so that neither will conflict.

Without wasting any further time I am going to call on the very reverend M. J. Lavelle, Vicar General of the Diocese of New York, to pronounce the invocation.

### INVOCATION

THE RT. REV. MGR. MICHAEL J. LAVELLE, V. G.

In the name of the Father and of the Son and of the Holy Ghost.  
Father of infinite mercy and love, send down the light of Thy Holy Spirit upon the proceedings of this convention and direct them all

to the honor of Thy holy name, to the welfare of all the members of our craft, to the upbuilding of our well beloved country, and to the pacification of the world at large. We thank Thee from the bottom of our hearts for the utterly unexpressible blessings which have come to the world and to the human race through our craft, and we beg also that as the result of this convention those blessings may be increased and made more widespread, and that the evils, if there be any, may be eliminated and minimized. We pray for the President of the United States and the Governor of this state, for all our representatives in Congress and in the assemblies, for the Mayor of our city and all its officials, and for our brethren, all the citizens of the United States, that they may be blessed in the knowledge and sanctified in the observance of Thy holy law. And we beg Thee, Father of mercies, forevermore, through all the influence that we can exert by word and work, to enable us to help bring about the day when the tigers' strife that is now desolating the world may be over and all the nations of the world may grasp each others' hands in unity and peace.

(Vicar General Lavelle closed with the Lord's Prayer.)

**MR. BOTHWELL:** The next speaker on the program needs little introduction to those of us who hail from New York. To those who are visitors I have very great pleasure in presenting Honorable George McAneny, President of the Board of Aldermen of the City of New York. (Applause.)

## ADDRESS OF WELCOME

HON. GEORGE MCANENY

**MR. CHAIRMAN, LADIES, AND GENTLEMEN:** I can assure you that it gives me very real pleasure to be able to welcome you on behalf of the government of the city of New York to the city itself. We feel that you belong to us in many senses. The first Typothetae was organized in the city of New York, I am told, just toward the end of the war time, half a century ago; the revival occurred in this city, and now you have come back to us two thousand strong, with all of the evidence that we might ask that the idea has taken root and that your organization is producing great and good results.

I need not dwell upon the debt that not merely our city but all the land owes to you gentlemen. What we would do without your trade, what we would do without your activities in all their expression, I cannot tell, nor could anyone. Certain it is that you are contributing constantly not merely to that which belongs to our physical life and necessity, but toward the tone of the life of this nation and toward its wholesomeness and toward everything that is sound and good and correct and promising in business relations.

You have come here to discuss your own affairs first of all, to discuss your own methods. You are bound to go away, all having profited from the exchange of view that your program offers. There is great good in the idea of the conventions of the professions and trades. How much of efficiency, how much of progress, each owes to that custom of gathering now and then no one can tell. Certain it is a very great element in your success.

As to your presence here, so far as we are concerned we are not only glad to have you, glad to know that you are going to reap so much benefit from a meeting in our town, but we very literally welcome you to the city of New York. We want you to get the most that you can out of it. I have no doubt that even those who are not residents of New York have heard about us, and that you come here without any surprise at what you may find. We are a very busy people ourselves. There are nearly six millions of us now, according to the latest census, and if we were to follow the custom of our neighbors in London and count in our metropolitan district those counties that happen to be separated from us by the extent of the North River, we should run towards eight millions. In fact, we very modestly admit that we have already become the greatest city in the world, and we belong not merely to ourselves but to the nation. New York is the commercial and political capital. It is an asset of the nation. I have no doubt that you are as proud of it as we are. And it would be, I also admit quite frankly, not nearly so great if you did not come quite so often, if our gates were not open to all the land, and if the visiting element were not constantly so strong.

We commenced with very modest beginnings about three hundred years ago. In fact, you are the first in the convention list to come at a time when we are about to celebrate the three hundredth anniversary of our first chartered commerce and of the first erection of buildings upon the island of Manhattan. It was not until a little later, in 1623, I believe, that Manhattan as a political entity became a fact. It was then that the Dutch bought the island from the Indians. There is a little story — legendary — about this transaction that I am willing to give to you in confidence that it will not pass this room; but it is the truth, and I admit it, that upon the evening of the landing of the Dutch to negotiate with the Indians, they having brought ashore a great deal of firewater, so called at the time and ever since I believe, as a means in their argument, and the argument having proceeded until very late at night and then into the morning, with the firewater, around the camp fire, it was in the pale gray light of dawn that the bargain was struck, and the island of Manhattan was sold to the Dutch for the equivalent of \$24. We have increased somewhat in value since. The fact remains, however, that the Indians two or three days later, let us say having realized the cheapness of the transaction from the other man's point of view, gave a name to the island, and in the rhyth-



mic tongue of the Shinnecock and the local Indians that island was named Manhattas, which means the place of general intoxication. (Laughter.) I assure you also that we have lived down that reputation, and that the secret about the derivation of our name which I give only to you has long since passed away, although I presume I might also admit in this course of admissions that in a good many of the towns of the West and South it is still the theory that we have been named for a cocktail. I assure you that the island came first, the name second, and the cocktail third.

But however small our beginnings, we have expanded tremendously. I happen to be chairman of a committee in our city government which, having devised a transit plan involving the expenditure of \$330,000,000 for new railroads within the next five years, or the passing five years, is now engaged upon mapping out the rest of the town, with the calm recognition of the fact that in thirty years we shall have doubled our present population; in other words, we are building for a city twice as large as the present city of New York, and we are profiting by the mistakes of the past. What you will find already built up and ready for your reception I trust you will also find interesting and entertaining. There is a good deal of it, you will see a good deal of it, and I repeat that I am very proud and very well satisfied to proclaim officially that while you are here the city is yours. (Applause.)

MR. BOTHWELL: The next speaker needs no introduction from me — Mr. Glossbrenner of Indianapolis. (Applause.)

MR. A. M. GLOSSBRENNER responded to the Address of Welcome as follows: Mr. Bothwell, Mr. McAneny, Gentlemen of the Convention, and Members of the Typothetae of New York:

It is my very pleasant duty, assigned by our President, to respond to your kind words of welcome and upon behalf of the United Typothetae and Franklin Clubs of America I want to thank you for the cordial greeting extended us. Some of us, who have tasted of your hospitality upon former occasions, knew from this past experience that when "Father Knickerbocker" opened his home, royal entertainment indeed would be provided for us, and I am sure that, judging from this same experience, you who are making your first trip to the great city of New York will not be disappointed; and so, for what you have already done, as well as for what I know you are going to do for us as your guests, I wish to express our grateful appreciation.

You are correct, Mr. McAneny, when you state that the Typothetae had its first start in the city of New York. The name was first used here about half a century ago, but we can date back even farther than that — about the middle of the fifteenth century the name was first applied to the printing industry, shortly after Gutenberg invented printing from movable type.

I should be derelict, however, in my duty if I did not recall to you at this time that this is the second meeting of our national organization in the city of New York; twenty-six years ago, in September, 1888, we held a convention in your city, and your esteemed citizen, our honored member, Theodore L. DeVinne, was our worthy president then and presided over that meeting. It was he also who performed the service upon that occasion of responding to the address of welcome. To perform a like service at this time gives me a peculiar pleasure, but to be deprived of Mr. DeVinne's presence at this convention is a distinct loss and we deeply regret that an all-wise Providence has seen fit to call him hence; but let us hope that in spirit he may still be with us in our deliberations and continue to wisely guide us as he did so well while he was so long identified with our association.

Mr. DeVinne was a charter member of the United Typothetae of America and continued his connection until his death, which occurred early in this year. In his earlier years he always took an active interest in our affairs, and in his later life he continued to manifest the same keen interest in our progress. In his death we have suffered an irreparable loss, and this convention will doubtless give expression to the high regard in which he was held and the value that we place upon the service he rendered in behalf of our organization. Let us ever strive to remember him as a worthy successor of our patron saint, Benjamin Franklin.

I feel that our members of this convention will enjoy the sessions in the city of New York, which some of them, by the way, are visiting for the first time, and I know that those members, as well as others who are in attendance, will always recall with much pleasure their visit to our greatest city at this Twentieth-eighth Annual Convention.

I do not believe that I can better close my remarks than by resorting to the very choice language that was used by Mr. DeVinne in closing his remarks in a like manner at the former convention when, in accepting the hospitality of the city, he said: "I hope that the work so wisely begun" — then it was but a year, now twenty-seven years ago — "will be happily continued and most pleasantly remembered in New York." Again, I thank you. (Applause.)

**MR. BOTHWELL:** Gentlemen, this concludes the preliminary part of the program. Mr. Courts, the President of the National Organization (applause), will now take charge of the meeting.

**MR. COURTS (President):** The first thing in order is the reading of the President's address. You will please give me your attention.

## ADDRESS OF THE PRESIDENT

GEORGE M. COURTS

Another chapter in the history of our organization is drawing to a close. One year ago I had the honor and good fortune to be chosen your President, and it now becomes my privilege and duty to present to you my annual report and synopsis of what has been done and accomplished.

I desire first to thank the membership of the United Typothetae and Franklin Clubs of America for having conferred upon me the highest honor that can come to any printer, and I hope that my efforts will meet with your approbation, as I have endeavored to give the best that is in me.

Contrasting this great gathering of printers to-day with the one held twenty-seven years ago this very month, at which time the United Typothetae of America came into existence, we have ample reason to be proud of our splendid success in building up such a strong and healthy association—known to-day as the United Typothetae and Franklin Clubs of America. We might feel wholly gratified at the result of our achievement were we not reminded that many of the active workers who constituted the sixty-seven delegates in 1887 cannot to-day view what we now represent. These men, who more than a quarter of a century ago saw the necessity for co-operation in their business relations, well laid the foundation for our great institution, which to-day, in the opinion of the commercial world, stands as one of the best organized and managed associations of employers in our country; because we render to our members the maximum of service, conduct our affairs on a most economical plan, and endeavor to accomplish the greatest amount of improvement to the craft at large. I do not believe that any of our charter members ever dreamed of the great future now confronting their small beginnings, or of the magnitude of the problems that are met with to-day. Our industry has so grown that we are now ranked as sixth in the list of the industries. This convention readily displays the remarkable advance that we have made and, further, shows the wonderful interest that has been awakened throughout our country in organization work.

Our work during the past year has been mainly along the lines of education, securing a competent Secretary, systematizing and re-organizing our general office, planning for the efficient handling and general supervision of our field representatives, and, in general, developing plans for the betterment of the membership and the printing industry. For it is my opinion that whilst the United Typothetae and Franklin Clubs of America was never so large, or so potent, as it is at the present day, its work and usefulness has only just begun.

Early in the year the Executive Council directed your President

and Chairman of the Executive Committee to attend the Fourth Annual Pacific Coast Cost Congress at Victoria, B. C., with the understanding that the meeting would take place in the month of July. Owing to an unexpected change in the dates (the Cost Congress was held June 17-19), their attendance was unfortunately impossible. Our western field man, Mr. W. C. Parsons, together with Assistant Secretary Flagg, represented our National Organization, and they reported that the meeting was in every way a great success. It was the sense of the delegates and members present that our organization should be requested to extend its work on the Coast, and in this undertaking the hearty co-operation of every western printer was promised. I subsequently had the pleasure of visiting, in an unofficial capacity, several cities in the West and found everywhere manifested, both by members and non-members, an increased interest in and loyalty to the United Typothetae and Franklin Clubs of America, this feeling being brought about largely by the real, tangible service that we are now giving the printers. Local Typothetae show a steady increase in membership and are in a splendid condition, notwithstanding the general business depression. I think it advisable—in fact, I urge—that we continue to have a western coast representative, and that he be given co-operation and assistance from our National Office and Executive Officers. For unlike the central and eastern territories, the cities of the West, being widely separated and consequently offering many difficult problems, justify our organization in having at all times a representative who can correctly present our policies and meet the demands there existing. The ten or eleven states in the Western Division are sadly in need of our attention, and the matter should have a place upon the program that is to be outlined by the incoming Executive Officers.

If we measure our progress by the increase in membership, we may well be proud of our past year's achievements. The number of members lost through resignation or suspension is, however, a matter that warrants the serious consideration of not only the management, but of the entire membership. I want to impress upon you that the officers and Executive Committee will welcome suggestions that will help them to determine the policy to be pursued by our organization. With your support we should enter the coming year with enthusiasm and optimism; should take up the problems unsolved with renewed energy and make 1915 one of the greatest years in the history of the United Typothetae and Franklin Clubs of America. I offer no apology for my frankness when I say that our organization has been handicapped by the indifference of some of the members, but if those who have so faithfully and unselfishly met their obligations continue to serve us, I feel certain the others will, through this impelling influence, mend their ways. I should like to see the membership more responsive to the requests for information that are

continually emanating from the National Office, for it is only from the records of each individual plant that we are able to tabulate statistical data that is of vital importance to the furtherance of our great work. The significance of these requests justifies a prompt and complete reply, for it is only by an analysis of such statistics that we are able to measure the progress of our organization and our industry; and also to furnish our members with such information that should prove of great value to them in the conduct of their business. Every interested plant owner to-day is anxious to compare his methods, his departmental hour costs, his efficiency, his volume of business based upon equipment, and numerous other items with what is being accomplished in other plants, and the National Office is the only source that can be depended upon. The data and other information received is confidentially regarded, and when the aggregate results are given to the trade, nothing that represents an individual plant is apparent.

As your President, I would be delinquent if I failed to refer to the publication of an announcement stating that our school at Indianapolis was to be discontinued. This was brought about through an erroneous impression. Our alliance with The Carnegie Institute of Technology at Pittsburgh effected and promulgated by the Committee on Apprentices, whereby we are to serve in an advisory capacity, will undoubtedly give to the printing trade a technical school unsurpassed by anything of its kind in this country. It is, however, purely a technical school for the development of employers, or leaders. Our school at Indianapolis is, on the other hand, a trade school. Its prime object is to turn out practical men, although it is true that it is equipped for the training of students for executive positions. I believe that it would be the height of imprudence to close our Indianapolis school, and there is no intention to do so. It is distinctly our official trade school, devoting its whole and entire attention to the teaching of printing. Its organization is adapted to every need and demand, and its methods are up-to-date and thoroughly practical. I have made it my personal duty to visit this school; to review the records of students, read questions and answers, and study the comments and criticisms of instructors on the different students' work. I find the school arrives at the efficiency of a student through a continuous test extending over the entire time he is in school. His annual practical work decides his grade. In my opinion, there is a great demand for our trade school at Indianapolis.

With a knowledge that employing printers would place more value upon a membership in the National Organization if it were able to give a direct service, the Service Bureau was inaugurated at headquarters some fifteen months ago. Events have demonstrated this as a timely move, for continuously the twelve departments maintained have been called upon for service. The Bureau is now a most valuable part of our organization and is steadily increasing its

efficiency and ability to meet the demands of each member, and is also collecting and classifying valuable data. Its scope of service extends to every department of endeavor in the printing office. Not only is practical assistance given in the sale of the printed product, but advice and counsel regarding the manufacture of the product. For example: Problems of management, efficiency, cost-finding, and accounting are dealt with, and in a number of instances has the Bureau rendered advice regarding the architecture and construction of new plant buildings, together with proper equipment layouts. While the twelve departments of the Bureau now maintained are invaluable, we should not confine the service we can render to these features. On the other hand, with increased demands the Bureau should expand to meet satisfactorily the needs of each individual member. For our members are realizing more and more the benefits to be derived from keeping in touch with headquarters. I do not hesitate to say that the correspondence "in and out" of our National Office during the past year has been equal to that of any previous three years combined.

In view of the proposed amendments to the By-Laws to be offered at this convention, which will have a direct bearing upon our income, I want to emphasize the importance of appointing at least three additional field representatives for the coming year. It has been clearly demonstrated that employing printers are desirous of affiliating with us if we but present to them our policies, purposes, and ability to be of service. We cannot limit the membership, for the prosperity and advancement of the entire printing industry depends upon our organization. With the knowledge that the work of last year has made the average cost per membership \$3.05 per month, and with approximately seventy-five per cent. of the members paying less than the average, you can readily appreciate the significance of this financial problem, and I urge you to give it the attention that its importance warrants.

Printers to-day will more readily acknowledge the need of proper accounting methods as compared to a few years ago, especially as the Standard Cost Finding System has brought to their attention the importance of having accurate information regarding every detail of their business. Through a specially appointed committee we have been striving the past year to devise and complete an adequate accounting system, which will work in conjunction with the Standard Cost Finding System. You will realize that this is quite a task, for in view of the requirements of our different offices, the system will necessarily have to be devised to fit both large and small plants. We have already achieved definite results, and I am certain that within a few months we will have ready for distribution such an accounting system as will meet with the favor of our members. I believe that the benefits to our industry through the use of the Standard Accounting

System will almost parallel the extraordinary influence which the Standard Cost Finding System has had over the craft.

In January last, the position of Secretary became vacant through resignation. At the April meeting of the Executive Council, Mr. P. P. Tyler of Schenectady, New York, was appointed to the position. He promptly took up the duties assigned him, and in a manner entirely satisfactory to your Executive Officers. I feel safe in saying that in Mr. Tyler the association has secured the "right man in the right place."

The reports of the standing committees show that they have diligently fulfilled their obligations during the past year, their active-ness resulting in much good to the organization. I am sure that we were fortunate in the selection of several of our chairmen, for through their efforts many matters of extreme importance have been considered and acted upon. The committees are all deserving of our gratitude and thanks. I will let their reports speak for themselves.

To the members of the Executive Council, and because they have so generously contributed of their time, I extend my grateful appreciation. They have not only rendered to me, as President, every assistance, but they have also given close attention to the multitudinous details of our organization. In this body of men you have had servants exercising a zealousness over the management of our affairs only to be compared to the attention they might give to their own individual establishments. I want to thank them for their kind support.

**THE PRESIDENT:** The next matter on the program is the reading of the First Vice-President's address. (Applause.)

## ADDRESS OF THE FIRST VICE-PRESIDENT

ALBERT W. FINLAY

It is eminently fitting that the twenty-eighth Annual Convention of the United Typothetae and Franklin Clubs of America, the greatest printers' organization the country has ever known, should be held in the largest city on the American continent, and it is equally appropriate to speak of the substantial benefits which printers of the whole country are receiving from our organization.

Another record has been established this year, in that the present membership is the largest in the history of the organization, a condition very gratifying, not only to those gentlemen who have unselfishly given their time in our behalf, but also to every member of the organization.

Reviewing the accomplishments since its inception in 1887, I

firmly believe that the past year has to its credit more definite results in membership than has been attained in any corresponding period. We have continually encouraged co-operation between printers, spreading abroad the doctrine of business education, and we have also extended our work to an almost personal service.

### MEMBERSHIP

The advantages in the membership now offered surpass those in previous years, and with the solicitude that the National Office places upon the membership to use the service we provide, our organization has much to offer the printers of this country.

The report of the Secretary shows a very satisfactory increase in the membership. Many local Typothetae have been formed, most of them through the efforts of our field men, which is very creditable when considering the discouraging national business outlook. Our field men report employing printers everywhere as desirous of affiliating with this organization, and it remains for us to establish the policy that shall govern our solicitations for membership.

### PRICE LIST

The Price List Committee has been very active during the past year in collecting cost data and furthering investigations. One difficulty the Committee has experienced in tabulating cost data is that the printers have not extended and refined their cost systems so as to obtain the details necessary to furnish statistics covering departmental conditions, the hourly output of various operations, and the kindred subjects of extreme importance to a further completion of the Standard Price List. Up to the present, over 2,500 copies of the Standard Price List have been distributed among the members and non-members. The book has been found so useful that in many instances establishments have secured copies for each of their salesmen and estimators. Every owner of a Standard Price List is urged to submit to the Committee any criticisms or suggestions based upon cost data, for it is only in this way that the book can be made complete and kept up to date.

At a meeting of the Executive Council held July, 1913, a resolution was passed instructing the Price List Committee to investigate and establish a properly classified unit of production for all machines and operations in the business, based upon the experience and statistical data of our membership. This resolution has been continuously before the Committee but it has been found that much educational work is necessary among cost system users before sufficient data can be collected suitable for publication.

There is one point to which I feel it is necessary to call your atten-



tion, and which is related to the use of the Standard Cost Finding System. We are all benefited by the published reports of departmental hour costs, if for no other reason than for comparative purposes. But to know the hour cost does not always introduce better management in the printing plant; it is necessary to have a record of the unit of production. This phrase refers to the hourly output of machines and the general operations. If you have before you this information, showing the average production of an employee covering any operation, you can immediately compare it with your own records, and determine whether or not any given department is efficiently conducted.

Then again, this data is invaluable to the Estimating Department. Consider for a moment what it would mean if all of our estimators had in a division of the Standard Price List the records indicating what could be expected under normal conditions upon each operation that goes into the job in hand. It is possible to procure this only through the use of the Cost System, and I urge every user to utilize during the coming year the daily time tickets where all of this information can be found, so that during the next twelve months we will have made more definite progress upon this most important feature of the Standard Price List.

#### BULLETIN

The *Bulletin*, our official publication, has been issued monthly. It is a very valuable medium for presenting to our members and to other printers matters relating to this organization, and in assisting the managers of printing establishments to more efficiently conduct their businesses. In recent issues there has appeared a series of articles upon constructive lines, indicating that selling the printed product requires the same scientific study as does the manufacturing of the product. That this subject of selling is uppermost in the minds of our members, is indicated by the numerous requests for Leaflet Number Four, entitled "An Overlooked Asset in Your Business," which treats quite fully of the matter of creative selling. Judging from the scores of letters that reach headquarters, the *Bulletin* is serving a practical and useful purpose.

#### FIELD MEN

Our staff of field men, while not as large as in previous years, has brought to us a large percentage of the new members, created many local associations, and established the Cost System in many plants. A new departure is that of the field auditor, whose duty it is to visit our members and inspect and audit their cost and accounting systems and render assistance as required. This has met with the hearty approval of the members visited, and to substantiate the influence it has upon the craft, I mention the statement of one local secretary

that because of our field auditor's good work, this secretary was able to close contracts for the installation of the Standard Cost System in a number of plants. It is highly advisable that we add another Auditor to our field force, and by making the Mississippi the dividing line, we can with one man in the East, and one man in the West, annually audit the Cost and Accounting Systems of each member. Basing my conclusions upon the territory covered within the past year by our present Auditor, two men should be able to satisfactorily care for this service.

In the reconstruction of the National Office during the past few months and the introduction of efficient and modern business methods, a system has been initiated requiring the field men to render daily reports. This completely covers their work and is so prepared as to bring to the office much valuable data and information.

The Secretary's office has outlined an extensive and complete program for the forthcoming year which must be of immense benefit to the organization.

#### COST SYSTEM

I know of nothing that better illustrates and more clearly emphasizes the importance of the Standard Cost Finding System than the manner in which printers using it have withstood the business depression of the past year. Not only have our own members profited, but the general credit of the trade has steadily improved. Mercantile reports confirm this statement and failures in the printing industry are decreasing.

So important is the Standard Cost Finding System to the work of this organization that I am justified in asking every member to appoint himself a committee of one to further the movement. The Cost System is indispensable to every individual user and experience shows us that where the majority of the members in a local association have the Cost System, this association thrives and continues along active lines, while the local association of printers without the cost system is short lived. It is also a fact that our members with the Cost System in operation derive larger benefits through their affiliation than those who do not operate the system. In the report to be given by the American Printers' Cost Commission are some interesting facts which deserve your serious consideration.

#### SCHOOL OF PRINTING

The School of Printing at Indianapolis has had the attention of the Committee on Apprentices, and our officers have given it study. The Indianapolis School is an institution which can do more toward bettering conditions for the future than any other branch of activity we control. But to do this, the school must have the loyal support

of this organization. With the courses of study maintained, the complete physical equipment for the use of its students and in the character of the instructors employed, this school offers such advantages to the youth as will make of him a practical journeyman. And the practical journeyman is what our industry needs to-day. The institution at Indianapolis has not had the support of the membership it deserves. During the coming year the moral influence of our members should be given it, and printing offices should send to the school their boys and young men.

You must be aware that recently the United Typothetae and Franklin Clubs of America, through their Committee on Apprentices, formed an alliance with the Carnegie Institute of Technology of Pittsburgh. It is claimed that this school of printing will occupy a field distinctly its own, sharply distinguished from that occupied by any other similar institution; that it is not intended to produce journeymen, nor will it in the usually understood sense of the term be a trade school.

#### THE SERVICE BUREAU

In the successful conduct of a printing plant, there are innumerable questions constantly arising to which at times it is difficult to find solutions. Realizing this, there was inaugurated over a year ago the Service Bureau at the National Office, which is doing admirable work. During recent months the Bureau, with its twelve departments, has greatly increased and added to its store of information, daily collecting and classifying very valuable data, and striving to meet each individual requirement as the occasion arises. I feel that the Service Bureau is one of the important features of our organization, and that its helpfulness should be constantly taken advantage of. Our field men report that in presenting the merits of the United Typothetae and Franklin Clubs of America, the practicableness of the Service Bureau strongly appeals to the printer. The departments now maintained have come into existence through many suggestions to the National Office, and additions will be made from time to time. I hope members will be interested in proposing additional features of the Service for incorporation with its present activities.

#### EXECUTIVE COUNCIL

Closely following the New Orleans Convention, the Executive Council held a meeting in Chicago and discussed the policy to be followed throughout the new year. These quarterly sessions of the Council have been held regularly, the first one in November, and others following in January, April and July. It is gratifying to me to be able to report that these meetings have been attended by the full

board with but one unavoidable exception, and then the member was excused.

Although there have arisen few matters of vital importance, the duties of the Council have been none the less arduous and difficult. The office of the Secretary became vacant in January and the Council necessarily assumed the responsibility of directing the secretarial affairs. In Mr. Tyler, the newly appointed Secretary, the Council has chosen an experienced business man, a member of our organization for a number of years, and who is, I am sure, highly regarded by those of you who know him.

With the expansion of our organization, we must meet the problem of conducting our affairs upon a strong financial basis. The surplus on hand and the increased revenues received from new members will provide for the necessary appointment of the additional field men, and more and better equipment in the Service Department. These two departments are maintained at an expense of approximately fifty per cent. of our income. We must, therefore, see to it that they are conducted in the most efficient and economical manner. The revenue from the western states is approximately fifteen per cent. of our whole income. From the Central and East-Central states we receive thirty-five per cent. From the Eastern states (east of Ohio) we receive fifty per cent. The number of printing establishments in those sections are, I think, in a like proportion. One field man in the East can accomplish more than three field men in the West. His traveling expenses are not one-third of the western man's, measured by the number of cities visited and the results obtained. The Service Department can gather data and render far better and quicker service in the thickly populated eastern territory and at much less expense than in the West. It is estimated that seventy-five per cent. of the service now rendered to the membership goes to the Eastern and East-Central states. It may be, in studying these percentages of cost, you will feel that the East is the logical center for the general direction of the organization's work and the distribution of its funds. The Executive Council has considered and discussed every phase of the present situation, and I believe its unanimous opinion is that this western work must be carried on at whatever cost.

Before closing my report, I wish to say to President Courts and to the members of the Executive Council that I deeply appreciate the kind and valued support they have at all times readily and generously given me in my efforts to promote the interests of the United Typothetae and Franklin Clubs of America.

I thank you. (Applause.)

**THE PRESIDENT:** Before hearing the Secretary's report, I want to extend an invitation to former presidents to take a seat on the platform. Mr. Glossbrenner, Mr. Fell, Mr. Lee, Mr. Ellis, if he is

here, Mr. Pears, we shall be glad to have you take seats with the present officers.

We will now hear the Secretary's report.

## REPORT OF THE SECRETARY

P. P. TYLER

The annual report of the Secretary will show that whilst the growth of our organization during the fiscal year 1913-1914, as measured by the net increase in membership over the preceding year, is not large, we have good reason for self-congratulation.

Status of membership is as follows:

Members in good standing August 31, 1913.....	1,594
Additions during the year .....	<u>637</u>
	2,231
Resigned or suspended.....	<u>540</u>
Members in good standing August 31, 1914.....	1,691

An analysis of the correspondence received at the general office and statistical data gathered from printers in all parts of the country furnish ample evidence that our industry cannot be excluded from the list of those that are suffering from the general business depression, and this is very largely accountable for the resignation or suspension of 540 members. In almost all cases resignations were accompanied by assurances of continued loyalty and moral support, and with the restoration of normal business conditions we may reasonably expect to reinstate many of these members.

Local Typothetae have been established in the following cities or districts:

Arizona State.  
Chattanooga, Tenn.  
Davenport, Ia.  
Erie, Pa.  
Evansville, Ind.  
Everett, Wash.  
Fresno, Cal.  
Harrisburg, Pa.  
Hutchinson, Kas.  
Kittitas, Wash.  
Lehigh Valley, Pa.  
Mitchell, S. D.  
Moline, Ill.  
Monongahela Valley, W. Va.  
Muskogee, Okla.  
New Westminster, B. C.

Niagara Falls, N. Y.  
Quincy, Ill.  
Rock Island, Ill.  
Sacramento, Cal.  
San Bernardino, Cal.  
San Joaquin, Cal.  
Schuylkill Valley, Pa.  
Springfield, Ill.  
Springfield, Mo.  
Terre Haute, Ind.  
Toledo, O.  
Tulsa, Okla.  
Vincennes, Ind.  
Wichita, Kas.  
York, Pa.

Additional members admitted to local Typothetae have been reported from the following:

Atlanta, Ga.	Pittsburgh, Pa.
Baltimore, Md.	Portland, Me.
Buffalo, N. Y.	Reading, Pa.
Chicago, Ill.	Rhode Island.
Connecticut.	Richmond, Va.
Detroit, Mich.	Rochester, N. Y.
Grand Rapids, Mich.	Salem, Ore.
Helena, Mont.	Salt Lake City, Utah.
Jacksonville, Fla.	Scranton, Pa.
Kansas City, Mo.	Seattle, Wash.
Little Rock, Ark.	St. Joseph, Mo.
Los Angeles, Cal.	St. Louis, Mo.
Milwaukee, Wis.	St. Paul, Minn.
Minneapolis, Minn.	Spokane, Wash.
New Orleans, La.	San Diego, Cal.
New York, N. Y.	Vancouver, B. C.
Philadelphia, Pa.	Worcester, Mass.

In cities where no local Typothetae have been formed, individual memberships have been received from:

Aberdeen, S. D.	Lehighton, Pa.
Albany, N. Y.	Lewiston, Idaho.
Anthony, N. Mex.	Lock Haven, Pa.
Archbald, N. Y.	Lockport, N. Y.
Billings, Mont.	Mechanicsville, N. Y.
Butte, Mont.	Mexico City, Mex.
Carson City, Nev.	Montague, Mass.
Chautauqua, N. Y.	Moscow, Idaho.
Cheraw, S. C.	Mt. Vernon, N. Y.
Cincinnati, O.	Muncie, Ind.
Columbus, O.	Oakland, Cal.
Crawfordsville, Ind.	Oklahoma City, Okla.
Enderby, B. C.	Omaha, Neb.
Fargo, N. D.	Reno, Nev.
Ft. Wayne, Ind.	Roanoke, Va.
Glens Falls, N. Y.	Rockford, Ill.
Grand Forks, N. D.	Saratoga Springs, N. Y.
Gt. Falls, Mont.	Schenectady, N. Y.
Hagerstown, Md.	Seymour, Ind.
Indianapolis, Ind.	Sioux Falls, S. D.
Jefferson City, Mo.	South Haven, Mich.
Joplin, Mo.	Trinidad, Colo.
Lake Charles, La.	Vicksburg, Miss.
Lebanon, Ind.	Watertown, S. D.

**FIELD REPRESENTATIVES**

The staff of field men consists of:

W. C. Parsons, Organizer, Pacific Coast and Western States.

A. A. Palmateer, Organizer, Eastern States.

C. L. Jones, Organizer and Cost Installation, Central States.

F. W. Fillmore, Cost Installation, Central and Eastern States.

M. J. Beckett, Field Auditor, Western and Southern States.

Mr. Seneca C. Beach, who, in February, 1912, was appointed special representative for the Pacific Coast, resigned his position in June last.

The creditable showing in the number of members added during the year is largely due to the efficient and faithful services of our field men. To recount their individual achievements would be difficult; they are all deserving of commendation. They will meet in Chicago shortly after this convention, their itineraries having been arranged so that they can be assembled at a minimum expense. This meeting, which will be somewhat of a radical innovation in the governing of our field men, will provide an opportunity for the interchange of experiences and ideas, and will result in the establishment of uniform methods of operation which should be of immense value to the management at headquarters.

**NATIONAL OFFICE**

The Executive Council, at the July meeting, approved the Secretary's recommendations for the reorganization of the office force and the introduction of business methods. In effecting the changes, G. E. Hesse was added to the staff. Mr. J. E. Hillenbrand, who resigned in May, 1914, to serve as Secretary of the Victoria Typothetae, was succeeded by A. B. Southworth. H. W. Flagg and E. E. Laxman continue to render the same loyal and efficient service as they have in the past. The general office is splendidly equipped and the members should make it their business quarters when in Chicago.

**COST AND ACCOUNTING SYSTEMS**

During the past year, many of our members have commissioned the organization to install the Standard Cost Finding System, and the general progress made in this direction is very gratifying. The services of Mr. Fillmore are devoted entirely to this work. Mr. Jones and Mr. Parsons have also introduced the system into many plants. Mr. Beckett is engaged in auditing and rejuvenating the cost and accounting methods of our members, and in this undertaking has visited almost every city in the central and western states. Members who find it impracticable to employ permanently an efficient

bookkeeper receive great benefit from this service, which is rendered gratis.

That the cost system continues to be a potent factor in the remarkable progress that is being made in the printing industry is evidenced by the expressions of gratitude and encouragement shown in the letters on file at the National Office. Printers, with very few exceptions, now readily concede that the need for the Standard Cost Finding System is incontestable, and our field men find that their efforts in this educational feature have only to be directed towards demonstrating that the expense of installation and maintenance is a small one; the benefits derived from the cost system are not denied.

There is an ever increasing demand for an accounting or bookkeeping system to be used concurrently with the Standard Cost System. Preparative blanks were issued last year, which, with modifications, will be embodied in the accounting system that is now being devised by the Standard Accounting Committee. We aim to produce an accounting system sufficiently elastic to meet the requirements of any plant, large or small. The Standard Accounting Committee reports that it has made considerable progress and that the distribution of an accounting system may be reasonably expected in the very near future.

#### SERVICE DEPARTMENT

The labors of the Service Department during the past year have been more than commensurate with the growth of our organization. Evidence of this department's usefulness and success is shown in the increased number and laudatory tenor of the letters received from the members. The service rendered covers every department of printing from advertising and selling to the producing of the product. The department is a clearing house for ideas and methods of latest development in the printing industry. The members are being constantly urged to take advantage of the many resources and opportunities.

The Estimating Department is now taxed to the uttermost. The hundreds of requests received from our members indicate that they recognize and appreciate that with the statistics of production and valuable data on file, this department is in a position to furnish a fair and reliable estimate that can be used to good advantage in their solicitations.

The Labor Bureau has been an important feature of our work during the past year. The large increase in the number of requests for help from all parts of the country shows that this department is indispensable. During the year 432 men were placed in positions.

The steady growth in the circulation of the *Bulletin* is indicative of its popularity and value as a disseminator of organization and printing trade information. In addition to the membership of 1,691,



there are 1,542 employing printers and 785 superintendents and foremen on the mailing list. This number is carefully selected.

#### FIRE INSURANCE

The two mutual fire insurance companies, the Graphic Arts and the Printing Trades, formed by our members, are increasing their field of operation and the number of policy-holders among our members. Like all organizations formed by those unselfishly engaged in a certain industry for its betterment, the mutual companies present no exception in that the efforts of its officers are entirely for the benefit of its members, and given without compensation. Our mutual companies counsel the printer upon fire insurance matters and are deserving of the support of our members. These companies are mutual; pay no commission to brokers; no profits to stockholders, and are officered by men who are acquainted with the insurance problems of the printer.

#### LOCAL SECRETARIES

Much of the success attained during the past year must be attributed to the secretaries of local Typothetae. They have shown a very keen and sincere interest in the work of the national body, readily and cheerfully co-operating at all times. I take this opportunity to express my appreciation and thanks to all local secretaries for their generous support. (Applause.)

**THE PRESIDENT:** I will now read the appointments of Committees:

*Committee on Credentials:* G. F. Kalkhoff, New York, Chairman; Oliver Wroughton, Kansas City, Mo.; Franklin W. Heath, Philadelphia, Pa.; E. E. Nelson, Boston, Mass.; W. G. Martin, Cleveland, O.; John C. Hill, Baltimore, Md.; E. W. Chesterman, Chicago, Ill.; John R. Demarest, New Haven, Conn.; Edw. Corman, Pittsburgh, Pa.; J. Gillespie, New Orleans, La.

*Committee on Resolutions:* John Clyde Oswald, New York, Chairman; E. P. Brandao, New Orleans, La.; William A. Grant, Chicago; Benj. P. Moulton, Providence, R. I.; C. D. Traphagen, Lincoln, Neb.

*Necrology Committee:* Thomas Todd, Boston, Mass., Chairman; Stewart Scott, St. Louis, Mo.; John P. Smith, Rochester, N. Y.; Bruce Shephard, Nashville, Tenn.

**REPORT OF THE NECROLOGY COMMITTEE**

Your Committee was unable to present a report at the Annual Meeting in New York, October 6 to 8, on account of the absence of all the members except the chairman. Your chairman had to pursue the only course possible by presenting the minutes in the printed report of the Proceedings.

The Grim Reaper has gathered in the following members during the past year:

**DEATHS**

Wallace S. Allison, of Indianapolis, Ind., March 16, 1914.  
H. B. Ames, of Toledo, Ohio, January 20, 1914.  
Minor M. Baltuff, of Minneapolis, Minn., March 13, 1914.  
T. C. Bermingham, of Chicago, Ill., May 20, 1914.  
J. Stearns Cushing, of Norwood, Mass., November 18, 1913.  
Louis T. Davidson, of Louisville, Ky., August 15, 1914.  
Theodore L. DeVinne, of New York City, February 16, 1914.  
Francis D. Long, of Philadelphia, Pa.  
David Ramaley, of St. Paul, Minn., August 21, 1914.  
Theodore W. Sheridan, of New York City.  
Charles R. Stobbs, of Worcester, Mass., June 8, 1914.  
Frank N. Strout, of Portland, Maine, June 27, 1914.  
Frank H. West, of Detroit, Mich., July 8, 1914.  
E. H. Wimpfheimer, of Chicago, Ill.

**WALLACE S. ALLISON.**—Mr. Allison died in Indianapolis, Ind., March 16, 1914, aged 42 years. He was the oldest son of Noah S. Allison, founder of the Allison Coupon System, who died twenty-three years ago. After his father's death, Wallace, with his two brothers, succeeded to and carried on the business which was begun by their father, and enlarged it so that to-day it has extended, not only over this country, but in many foreign countries, and their books are printed in many languages. Wallace was particularly endowed with qualities which made it easy to make acquaintances and friends, and by his travels through the United States, Canada, and many South American states, he laid the foundation for a large and prosperous business. It was only necessary to form his acquaintance to receive him into the confidence and esteem of all who met him, and there be many who will feel that by his death they have lost a personal friend.

**HORACE B. AMES.**—The Ben Franklin Club of Toledo, Ohio, lost one of its most ardent supporters when Horace Benjamin Ames passed from earth on January 20, 1914. Mr. Ames was president of the Ames-Kiebler Company, and was the first secretary-treasurer of the Ben Franklin Club of Toledo, as well as an active member of that organiza-

tion. He was also a member of the Typographical Union, an active Mason, and a Knight of Pythias. In 1891 he entered the employ of the B. F. Wade & Sons Company, where he became foreman. In 1896 he, with L. H. Sanzenbacher and George J. Kiebler, organized the printing house of the Ames-Kiebler Company. He is survived by his wife and daughter.

**MINOR M. BALTUFF.**—But little information has been furnished your Committee beyond recording the fact that Minor M. Baltuff, son of Harry A. Baltuff, and who was associated with his father in the Reporter Printing Company, died March 13, 1914, of scarlet fever, complicated with pneumonia, after an illness of but a few days.

**THOMAS C. BERMINGHAM.**—Paper and printing supply circles were greatly shocked by the announcement of the death of Thomas C. Bermingham, of the firm of Bermingham, Seamans & Co., paper dealers, with offices in the Tribune Building, Chicago. While conversing with some of his sales force shortly after the noon hour on May 20, 1914, Mr. Bermingham was attacked with heart difficulty, and he died before medical aid could reach him. He was in his 64th year. By nature, he was frank, generous, and amiable to a high degree. He drew others to himself in a spirit of fellowship and was a model business pilot, one who held to the best traditions of the old school, in addition to having a firm clutch on the up-to-date energy and alertness of the present. The sympathies of a legion of friends will go out to his widow, who survives him.

**J. STEARNS CUSHING.**—In the death of J. Stearns Cushing on November 18, 1913, the printing business of the United States lost its most prominent and best known figure. From the Atlantic to the Pacific and from the northern part of Canada to the Mexican line his name was familiar among large users of particular book making and also among the big printers.

Mr. Cushing was an authority on all matters pertaining to typography, and his creative and artistic ability set the art of book making ahead a generation. Several of the most beautiful and useful faces ever cut were designed by Mr. Cushing, and they are in general use throughout the civilized nations of the world. The best imprint any book could carry was that of The Norwood Press, for it stood par excellence. This work will remain for ages a monument to J. Stearns Cushing.

He was an organizer of great ability and aggressiveness, and the Typothetae and other kindred organizations were in a way children of his brain and constructive genius; wherever he went he was a leader, ready with ideas and ready with action to put them into execution. He was prominent in social, political and club life. It is safe to say that he knew more men personally and intimately than any other man

in the country. It was a small place indeed that did not have at least one personal friend of Captain Cushing. And these were warm friends and are warm friends to-day, as the hundreds and hundreds of expressions of sympathy that have flowed in since his death testify. At the State House, during his illness, every one, from the Governor and Lieutenant Governor down to the women who washed the floors, daily asked regarding his condition and hoped for his recovery.

The entire sympathy of this community goes out to Mrs. Cushing, her daughter and son, and those who have worked with him and for him, whom through it all he never forgot.

The life of Captain Cushing can be summed up in the following terse expression of a friend:

"The sterling character of the man, his courage under trial, his fidelity to friendship, his never-failing good fellowship, his loyalty to men and causes, and his tenacious adherence to principle and honor, have endeared him to a host of good men and true, who have learned to know him and to trust him implicitly."

LOUIS T. DAVIDSON.—Mr. Davidson died in Louisville, Kentucky, on Saturday, August 15, 1914, aged 59 years. He for many years was president of the local Typothetae. He also served on the Executive Committee of the United Typothetae of America up to last October. At the time of his death he was president of the Courier-Journal Job Printing Company, which position he had held for many years. The Ben Franklin Club closed a tribute to his memory in the following words: "Louis Davidson was diligent in business, not only in his own, but in the general uplift of the entire fabric with which he has been so prominently identified, and this Club feels that some such man must have furnished the inspiration to that prophet in the Holy Writ who said: 'Seest thou a man diligent in his business: he shall stand before kings.'" Of Scotch descent, he possessed in large degree the sterling virtues of that race. Of the highest integrity, with great tenacity of purpose, and devoted loyalty to his obligations and his friends, he occupied a high place in the confidence, respect, and social life of his native city. He was a member of the Pendennis Club, the Alumni Association of the Louisville Male High School, and a Director of the National Association of Employing Lithographers. He leaves a wife and a son and daughter.

THEODORE LOW DEVINNE.—Mr. DeVinne died February 16, 1914, aged 85. His death occurred quite suddenly and was due to old age. He was born at Stamford, Conn., December 25, 1828, and was educated in the public schools and at the Newburg, N. Y., Academy. He began work as an apprentice in 1844. In 1848 he became an employee, and later a partner, in the printing business of Francis Hart, and seven years after the death of Mr. Hart he succeeded to that business and continued it under the name of Theodore L. DeVinne &

Co. The Century Magazine was printed by him for thirty-six years, and the St. Nicholas Magazine for twenty-eight years. He for many years gave much of his time and experience to the improvement of typography. He was a member of the New York Typothetae, Aldine Association, several foreign societies, the Grolier, Authors and Century Clubs. He was the author of the "Printers' Price List," issued in 1869; "Invention of Printing," 1876; "Historic Types," 1884; "Christopher Plantin," 1884; "Plain Printing Types," 1900; "Correct Composition," 1901; "Title Pages," 1902; "Modern Methods of Book Composition," 1904; and "Notable Printers of Italy in the Fifteenth Century," 1910.

In recognition of his work in the improvement of printing, Columbia and Yale universities conferred degrees upon him. He leaves one son, Charles D. DeVinne, secretary of the company. The National Typothetae owes its existence in great measure to Mr. DeVinne, who was one of its founders and its first secretary and was later its president for a number of years.

**FRANCIS DONLEVY LONG.**—Francis D. Long, who for many years headed the printing firm of E. M. Long & Son, in Philadelphia, died at his home, 1859 North Twelfth Street, recently. Since April he had suffered from an attack of liver trouble. Mr. Long was the son of the late Rev. Dr. Edwin M. Long, a Presbyterian minister and evangelist. When a young man he took an interest in the printing and publishing of Bible pictures, following his father in the same line. Mr. Long was at the head of the Bible class at the Bethlehem Presbyterian Church for years. He was never married.

**DAVID RAMALEY.**—The veteran editor and printer, David Ramaley, was taken from earth August 21, 1914, at the age of 86 years. He had passed an eventful life, both as editor and publisher, and had retained his faculties and his activity up to the time of his death. He was taken ill from pneumonia about the first of August and he had been confined to his bed most of the time until his demise, but he was able to see his physician while seated on his piazza on that afternoon, whence he soon retired and died within a short time. He had been a prominent figure in the publishing world for many years, and his friends were legion. His paternal ancestors came from Germany, in the eighteenth century. He attended the public schools until eleven years of age, but after that time his education was acquired in a printing office. From 1876 to 1880 he was manager of the Minnesota Type Foundry and for two years was state expert printer. He was author and publisher of the "Employing Printers' Price List for Book and Job Printers," the first edition of which was published in 1873 and the latest during the current year. He was treasurer of the Minnesota State Editorial Association for forty-seven years and was honorary president of the St. Paul Typothetae, an Odd Fellow, and a

charter member of the A. O. U. W. of Franklin Lodge No. 2. He was married twice, and his widow and daughter and three sons survive him.

**THEODORE W. SHERIDAN.**—The following minute is the only material that has been furnished to the Necrology Committee:

"WHEREAS the Typothetae of New York has learned with profound sorrow of the death of Mr. Theodore W. Sheridan, for many years a valued member of this Society,

"*Resolved*, That in his death our members have lost a firm friend and genial associate; and be it further

"*Resolved*, That we express our sincere sympathy and condolence to the family of Mr. Sheridan and his business associates on the occasion of their bereavement; be it further

"*Resolved*, That this resolution be spread upon the minutes of this Typothetae, and a copy be forwarded to the bereaved family."

**CHARLES R. STOBBS.**—Mr. Stobbs was taken suddenly ill while dressing on the morning of June 8, 1914, and died before medical aid could reach him. His health had not been good for some time. His age was 72 years and 9 months. He had been an active member of the Worcester, Mass., Typothetae ever since it was organized and its secretary from May, 1905, to May, 1910. He is survived by his wife and one daughter. One of his associates writes: "To be held in the highest esteem by men engaged in the same line of trade seems to me to be one of the truest estimates of worth, and no man in Worcester was ever held in greater love and respect by his fellow-competitors than Charles R. Stobbs."

**FRANK N. SROUT.**—The death of Frank N. Strout of Portland, Maine, treasurer and manager of the Tucker Printing Co., on June 27, 1914, was a shock to his many intimate friends and acquaintances. Friendly in his association with all, a devoted husband and father, a genial friend and associate and in business highly respected, his death came as a personal bereavement to a large circle. His death followed a too-long delayed operation to relieve a diseased condition of the intestines. He was born in Portland, September 27, 1862, and was 51 years and 10 months old. He was for several years identified with the firm of Brown, Thurston & Co. as a partner. He afterwards became a member of the firm of Owen & Strout, later with W. H. Ohler, Jr., as a partner. He was a member of Ancient Landmark A. F. & A. M., Greenleaf Chapter, Portland Council, Portland Commandery, Knights Templar, and the Scottish Rite bodies. He was a member of the Portland Athletic Club, Portland Lodge of Elks, and also a member of the Portland Typothetae. He is survived by his wife and one son.

**FRANK H. WEST.**—"On Wednesday afternoon, July 8, 1914, Frank H. West, a master printer and member of the Typothetae-

Franklin Association of Detroit, Mich., passed from his temporal life to his life eternal." So in brief is the beginning of the announcement of the death of Frank H. West. He was born in the city of Bradford, Yorkshire, England, May 9, 1863, and was therefore in his 52d year at the time of his death. All his life he had been subject to severe headaches, and came to America hoping a change of climate might relieve him, but to no avail. In his home life he was extremely happy. He was a faithful and devoted husband and father. In his religious affiliations, he was a Presbyterian of the old school and knew his Bible from cover to cover, being able to refer to the chapters and passages as readily as a compositor turns to the letter boxes in a case of type. "There were seldom many Sundays for years that Mr. West did not acceptably fill a pulpit of some church of Detroit or of the surrounding towns." In the Typothetae-Franklin Association he was a faithful worker, doing all he could to promote the interest of the organization. As a speaker he was always interesting, being a very bright and witty talker. "His death is a great loss to every printer in Michigan."

EUGENE H. WIMPFHEIMER.— Vice-president of the firm of Sigmund Ullman Company, died in Chicago. He was associate member of the Chicago Typothetae. He was born December 25, 1842, at Innsbruck, Austria, and came to this country in the early fifties. He, with Sigmund Ullman, first embarked in the bronze business and afterward in the printing ink business, a firm which is now one of the foremost houses in the world in that business. He was a member of the South Shore Club and the Germania Club of Chicago, as well as the Liederkranz and Lotus Clubs of New York City. He also belonged to Oriental Lodge A. F. & A. M., Lafayette Chapter, Apollo Commandery, and the Shrine, being a high degree Mason. He is survived by his widow, one daughter and two sons. His brother was an officer in the Union army and fell at the battle of Antietam.

Respectfully submitted,

THOMAS TODD,  
STEWART SCOTT,  
J. P. SMITH,  
BRUCE SHEPARD,

Necrology Committee.

THE PRESIDENT: We will now have the reports of the standing committees. The first one on the list is Printing Trade Matters, Mr. E. Lawrence Fell of Philadelphia, Chairman.

MR. E. LAWRENCE FELL presented the report of the Committee on Printing Trade Matters, as follows:

## REPORT OF THE COMMITTEE ON PRINTING TRADE MATTERS

The Committee on Printing Trade Matters has had rather a busy year of it, but naturally the major portion of the matter which has come before it is not suitable for general report and publication.

The Committee endeavored to handle such matters as were brought before it in a conscientious and concise manner. We found that our members were sometimes inclined to make broad and general accusations, regarding different matters, but did not have definite facts and figures to present to the Committee, which would give to them sufficient material to take prompt and effective action.

We have found in almost every case where we have taken up complaints with a manufacturer or distributor that they met us in a fair and reasonable manner. We feel we have been a channel for the membership of our association to bring various grievances promptly before the interested parties. We trust that a continuation of this work along these lines will gradually convince both our members and those who deal with our members that in this committee they have an opportunity to present their grievances and to have them promptly considered and given careful attention.

The Chairman received and answered something over 300 communications during the eleven months of his appointment. The Committee had one general meeting in New York City at the Typothetae Headquarters on the 17th of February, when Messrs. Finlay, Watson, Gardner and Fell were present; the other two members of the committee were unfortunately unable to attend. Mr. Courts, our President, met with us on that occasion.

The majority of the Committee also attended the dinner of the Machinery Club, which was held at the Hotel Astor on April 22d, and spoke to the Club on the general purpose of the Committee and what was being accomplished. We are glad to report that our ideas were generally approved of and hearty co-operation was offered us.

After long deliberation covering two years of this Committee's work and after consulting at length with the majority of machinery and printers' supply concerns, it has been mutually agreed that fair and reasonable terms of settlement are desirable. It also has been agreed that these terms should be uniform throughout the country. Our association is to understand that this has nothing whatever to do with price or cost, but only terms of settlement. The Committee would ask the Convention to approve and adopt the following terms as being, in our judgment, reasonable and satisfactory. The terms suggested are as follows: On any sale 25 per cent. net cash would be paid in addition to freight charges and erecting charges, old machinery taken in part payment not to be considered as part of the cash settle-



ment, the balance due to be paid in not more than twenty-four equal monthly payments, evidenced by notes, bearing interest at 6 per cent. All notes to be of an equal amount and that the last note shall not be greater than any of the others.

We trust that the Convention will give this careful consideration, and we urge them to adopt and publish our views as formally adopted by them.

Respectfully submitted,

*Printing Trade Matters Committee,*

A. W. FINLAY,  
C. P. BYRD,  
TOBY RUBOVITS,  
JOHN S. WATSON,  
GEORGE H. GARDNER,  
E. LAWRENCE FELL, Chairman.

THE PRESIDENT: What action will you take on the report of this committee, gentlemen? I think it is customary to refer it to the Committee on Resolutions.

MR. GREEN (New York): I move that the report be referred to the Committee on Resolutions.

(The motion was adopted.)

THE PRESIDENT: We will now have the report of the Committee on Legislation, J. Clyde Oswald, Chairman.

MR. OSWALD of New York presented the report of the Committee on Legislation, as follows:

## REPORT OF THE COMMITTEE ON LEGISLATION

The Committee on Legislation has held no meetings since the last convention. I attended the convention of the Design Registration League, called to induce action on the part of manufacturers and others interested, to promote legislation providing adequate protection against piracy, and have since served as an officer of the League. We have kept in touch with affairs at Washington, but there has been no legislation proposed that required the presence of the Committee there, the interests of the United Typothetae being ably looked after by Mr. William J. Eynon, our Washington member.

Two bills are at present pending that have interest for our members.

## DESIGN REGISTRATION

A bill has been introduced in the House of Representatives known as H. R. 11321. A number of hearings have been held upon it, and the original draft changed as a result of the numerous conferences, so that

it is now felt to meet the necessities of the present unsatisfactory situation. America is the only important country having no law specifically covering the registration of designs. Manufacturers of type and designers of advertisements, booklets, etc., may have their designs registered abroad and secure adequate protection, but it may not be done in this country. The courts have decreed that neither the Copyright nor the Patent Laws cover property in design, hence the introduction of Congressman Oldfield's bill. It was inspired by the National Design Registration League, of which R. W. Nelson, president of the American Type Founders Company, is chairman.

#### NEWSPAPERS AND RAILROADS

A bill has been introduced by Congressman Adair of Indiana, known as H. R. 11754. It amends the Sherman Law to permit the making of advertising contracts between the newspapers and railroads on the basis of exchange of advertising space for transportation. The newspaper publishers are not themselves a unit in their attitude toward the bill, some preferring the present arrangement which permits only cash payment for advertising space.

#### PROPOSED INCREASE OF SECOND CLASS MAIL MATTER POSTAGE RATES

Although constantly "in the air," no definite legislative proposal is now pending to increase the rate on second class mail matter. The chairman of the Committee on Post Offices and Post Roads has been quoted as saying that in his judgment nothing would be done on the proposition at this session of Congress. It will, however, probably come up again at the consideration of the next annual post office appropriation bill.

JOHN CLYDE OSWALD, Chairman.

THE PRESIDENT: What will you do with the report of the Committee on Legislation as read?

MR. TODD (Boston): I move that it be accepted and referred to the Committee on Resolutions.

(The motion was adopted.)

THE PRESIDENT: Next is the report of the Committee on Price List, O. A. Koss, Chairman. Mr. Koss, are you ready with your report? Mr. Secretary, have you the report?

MR. TYLER (Secretary): I have it, yes.

THE PRESIDENT: You will have to read it, Mr. Secretary.

MR. TYLER, Secretary, read the report of the Committee on Price List, as follows:

## REPORT OF THE COMMITTEE ON PRICE LIST

The work of the Price List Committee for the past year has been somewhat retarded, because of either the inability or indifference of the members to furnish comprehensive cost data.

In the Standard Price List we have established a basis upon the majority of the operations entering into the average job of printing, but the book is not complete, nor is it as up-to-date as we would like to have it.

You fully realize that as the book is furnished to members in all parts of the country, it is absolutely necessary to have returns from offices in as correspondingly large a territory, in order to arrive at a general average. To do this, however, it is important that each Cost System user tabulate information to provide the necessary statistics. Many printers are of the opinion that this will necessitate much clerical work, but in this they are mistaken; for if information already appearing upon the daily time tickets is properly utilized, the results will be quite automatic.

The foundation for what probably will be the most comprehensive statistical record ever compiled upon the Unit of Production has been laid, and with the campaign outlined we expect definite results the coming year. In this work we are greatly indebted to Mr. H. W. J. Meyer of Milwaukee. While not a member of the Price List Committee he has evidenced much interest in our work.

As Chairman of the Price List Committee, I urge your full co-operation the coming year towards filling in the forms that will be mailed you, so that in the near future the Standard Price List will be so complete that the master printer, estimator, or salesman can refer to it for any information, find it conveniently, and know it to be authentic.

Evidence that the Price List is already fulfilling a want is indicated by the extra copies so frequently called for by members.

The Price List Committee has held meetings during the past year, and the Committee for the coming year will undoubtedly continue to do so, provided the membership displays sufficient interest in sending in such information from their cost records as will assist the Committee in making new and revised pages.

I wish I could make my appeal urgent enough to impress upon you the importance of co-operation in this respect.

The future growth and practical revision of the Standard Price List rests almost entirely in the hands of its users.

Respectfully submitted,  
O. A. Koss, Chairman Price List Committee.

**THE PRESIDENT:** What will you do with the report of the Price List Committee?

MR. TODD (Boston): I move that it be accepted.

THE PRESIDENT: It should go to the Resolutions Committee, I think.

(The report of the Committee on Price List was referred to the Committee on Resolutions.)

THE PRESIDENT: The next matter on the program is the report of the Cost Commission, Mr. J. A. Morgan, Chairman. The Chairman of the Cost Commission cannot be found. In that event we will proceed with the addresses.

The first paper on the program is "House Organs," by Mr. Jo Anderson of Sacramento, Cal.

MR. FINLAY (Boston): Mr. President, I don't think we ought to ask Mr. Anderson to address now. I think we should adjourn and wait until we get somebody here to hear him.

THE PRESIDENT: I would rather do that myself, but it is early yet.

MR. FINLAY (Boston): I think we ought to do that.

A DELEGATE: I make a motion that we adjourn till 2:30 P. M.

(The motion was seconded.)

THE PRESIDENT: Before I put that motion I want to say that we are adjourning early and I hope you will all be back at 2:30 promptly, because I shall open this convention on time if there are only ten men in the room.

(The motion was adopted, and the convention adjourned until 2:30 P. M.)

## AFTERNOON SESSION

The Convention reassembled at 2:30 P. M., President Courts presiding.

THE PRESIDENT: Our program this year has twenty-seven divisions, or subjects, each subject to be handled by one or more speakers, which affords us an opportunity of viewing the printing industry from every angle. The first address is "House Organs," and we will now have the pleasure of hearing from Mr. Jo Anderson. Gentlemen of the Convention, Mr. Anderson of Sacramento, Cal.

## HOUSE ORGANS

JO ANDERSON (SACRAMENTO)

MR. CHAIRMAN AND GENTLEMEN OF THE CONVENTION: A house organ is the most modern innovation in sales promotion. Its efficiency in business building is not only evidenced but proved by the fact that between five and six hundred of the most aggressive, up-to-date business firms of this country are at present using this method of printed publicity to exploit their policies, their goods, and their service.

The general character of a house organ is, of course, determined by the business to be exploited. The members of this organization are interested in type, machinery, ink, paper, etc., most of this business being wholesale. But as service is more difficult to exploit and sell than some more tangible commodity, consideration of house organs for the printer will be of more benefit to the convention at large, and I will treat the subject from the printers' standpoint.

For the printer the house organ is a form of publicity that takes precedence over all other forms of advertising, and makes good in direct results where other mediums fail. I make this statement without equivocation, based on twenty-four years' experience in the business, during which time I have thoroughly tested every medium of publicity that presented itself as feasible. The fact that there are so few avenues of advertising open to the printing business makes the house organ particularly desirable, as it is the only way to reach the consumer with a note of personality, and with an actual illustration of high-grade, artistic work.

The usual card in the daily paper does not mean anything to the casual reader other than "Brown is a printer"; and not infrequently the fact that the ink is blurred on the cheap paper used by the news publication, or the ad composition is mediocre, produces the impression that Brown is a mighty poor printer. It is impossible to produce a psychological effect through such a medium. You cannot make the reader of the ad in the daily think, "What pretty work! I must have Brown do my printing!" You cannot create a desire through poor exploitation to try good work, and you cannot make your reader think your work is better than the work he sees before him, as he unconsciously associates the two. To the contrary, you often destroy any chance of getting his business through any other channel, either then or in the future.

Billboard advertising is not advisable, as it produces practically no results. Circular letters and follow-ups bring such a low percentage of returns that the expense is not justified in our business. Solicitors, while sometimes a necessity, do not succeed in securing any appreciable degree of business that is not actually at hand when they make their calls, and seem to have little ability for creating new business. If printing happens to be required at the time of a call, the solicitor proves a convenience to the customer, he gets the job and your firm scores one on service; but this isn't new business, and as this trade does not warrant the expense of high-priced salesmen on job work, results in creating business through the ordinary solicitor are very limited.

The defensive attitude so universally assumed by business men when approached by solicitors is undermined by the house organ, however, and they read it through interestedly without realizing that it is printed salesmanship, and that it is talking hard, straight business on every page. Its chatty personality begets a reader's confi-

dence; it does not force any buying on him; it becomes a personal link between him and the printer. In this way it creates a feeling of co-operation and his good will is secured. Right there you get your money's worth, for good will is one of the best business assets any firm can have.

In addition to his confidence, good will, and personal interest, he will be impressed with the fact that the printer is honest and straightforward; that he has plenty of "pep" in him and can be trusted to deliver the goods. And furthermore, the sample of printing right at his hand is sufficient proof that he does good work.

The day is past when business secrets can be kept from the buying public. During the past ten years magazine and general advertising policies have educated consumers along entirely new lines, and now they insist on knowing why they pay specific prices for specific articles. They not only want to know why, but what it is, where it comes from, who makes and sells it, and how. The sooner we tell them these things, just that much sooner will be established confidence and give buyers of printing an understanding that will enable them to buy intelligently; to distinguish between the economy in good service and the extravagance in poor service. In a house organ there is unlimited opportunity for preaching the gospel of good service and education to the fact that it is the cheapest.

Not one customer in twenty has any idea what we pay our labor. The general impression is that the personnel of a print-shop force is below the standard of many other branches of labor, and for that reason cheaper. It would open the eyes of many business men pretty wide if they knew that the pay-roll of many job printing shops would double that of their own business, and to know something about our costs might make them understand why good printing is cheap instead of expensive. A few items along these cost lines from time to time does splendid missionary work for the printer, and gives him a better standing in the estimation of his customers. It removes the idea that he is a grafter, out for all he can get, and that if he can't get his first price he will take less. It also eliminates "shopping" for estimates—the most baneful and despicable of competition we have to contend.

I consider the establishment of this confidence between the printer and customer one of the strongest pulling features of a house organ. I don't mean by that that one should open his books to the public, but give enough information to let your reader know you are in a business that requires capital for its conduct; that it is a dignified business; that you give efficient service, and that such efficiency costs you proportionately as much as its cost him. Having let your reader into this much of your business secrets, keep hammering away on your service and efficiency, but do it in a tactful way. Don't bore him. Entertain him. Remember the old proverb, "He who tries to prove too much proves nothing." So give it in homeopathic

doses, but mighty regular ones. And never forget that your work must stand on its own merits, and that a sample of your work is in the reader's hand. So be sure the work is to your credit. It must be a good example of what your shop can do. You are aiming for the bull's-eye of business when you send out your publication, so be sure your ammunition is good and your marksmanship is true. Not only must you talk about the character of your work, but your work must come through with enough character to do a little talking on its own account; so be sure it talks right. The firm selling steel rails or cotton hose does not have to be so particular about these details, but the print-shop is practically being cross-examined when a skeptical reader takes its organ in hand.

The editorial is really the backbone of your publication, so make it strong, also short and to the point. It should have as much action in it as a hill of red ants. Right here is where you can make your standing good, bad, or indifferent. The editorial is an indicator that shows the caliber of the printer as surely as the barometer registers weather conditions. Strike out from the shoulder and give your ideas in short, terse expressions that have plenty of punch in them. If you have the good, clean, honest business principles you ought to have, they will come to the surface in the editorial and impress any reader with your sterling worth and good business motives.

Have your personality embodied in it. I cannot emphasize this matter of personality too much. Make it felt all through your publication. Make your reader feel he has had a personal visit with you, and be sure the visit is so pleasant you will be welcome the following month. In the process of injecting this personality into your publication, be careful not to blow your own particular horn too much or too loud, and never overwork the same tune.

Besides the editorial, a few well selected articles are desirable, care being taken to have them just as instructive as they are entertaining. And one, if not both, should directly or indirectly pertain to the printing business or some of its branches. Don't run the risk of printing anything dry or technical, as it might discourage the reader from finishing the booklet. And then, there must be a jigger of wit—little stories of the day with a good laugh in them. I personally use a great many epigrams and find they are very popular with my readers, notwithstanding they have a pretty strong mule kick in them. Nearly always a verse—sometimes two or three of them; and plenty of trite fillers about good printing and good service and your own shop. In the "Andersonian" I devote one page to advertising the Anderson Print Shop; sometimes one or more pages to books that may be on the press or that will be coming out shortly. The question of taking in outside advertising is one to be determined by the publisher of the organ. Personally, I consider that it rather cheapens the book and detracts from the personal note. But there are many who do not regard it in

this light, and who make their organs pay their way through such revenue.

Frequently when I am compiling the "Andersonian" I think of present-day methods of teaching primary grade pupils. Nowadays children are entertained as they are taught—and they learn unconsciously and much more readily than when study was made a task and a hardship. That's the principle we must embody in a house organ—entertain and instruct simultaneously. Make your readers smile and enjoy themselves while they are learning the value of good printing, prompt service, and square dealing. Create in them a desire to be as particular about their printing as they are about their company, or the set of a collar, but keep them entertained and interested the while. Of course, this can be overdone, so don't make the mistake of having too much outside matter, but keep to your subject matter in a tactful way. And never get technical. You might as well expect a dyspeptic to enjoy a pound of putty for dinner, or a hungry hobo to appreciate a cookbook, as to expect a dry house organ to advance beyond the firing line of the waste basket. I have had men argue negatively on the question of putting entertaining copy in these organs, maintaining it took interest from the subject matter. My experience, however, is to the contrary, and I have often had people ask for several copies of the "Andersonian" to send friends on account of these features. And not infrequently I have gotten orders from such sources. So you never can tell how far a dill pickle is going to squirt, or whose eye it is going to hit. For this particular kind of a squirt, I believe in having plenty of juice.

The general get-up of a house organ is up to the printer's ability to do good work—and it's a good idea to spread yourself on it. The size is another matter of taste, and can be gauged by your business and mailing list. Four, eight, or sixteen pages are used, according to requirements. The name is a very important feature. It should be catchy, short, and be a reminder of the firm or the business. Illustrations I consider essential, although they need not be necessarily elaborate. And last, but by no means least, use good paper and good ink.

Then comes the important question of circulation. To accomplish the desired good, these organs must get into the right hands, and one should constantly edit his mailing list. In addition to individuals, I send my publication to large buyers of printing, with letters to the heads of firms as well as to the purchasing agents. When the firm is a large one, address your organ personally to the manager or president, but never as a firm, for in that instance it often finds its way into the office boy's hands.

A marked prejudice has existed among certain classes against the house organ as a successful medium, but with Voltaire I believe "Prejudice is the reason of fools." The fact that so many firms are



getting results from them should be ample proof to any one who is seeking exploitation that pays. "He who hears but one bell hears but one sound," so if you are going to profit by others' experience, you will have to keep your ears open for their noise. For me, it undoubtedly is a business builder; so why shouldn't it be for others in the same line? If a publisher cannot trace any direct business to his house organ, he can at least have the satisfaction of knowing that its issue marks him as a progressive, and that the public looks upon him as a man who is always doing something.

A printer who can get out a creditable house organ for himself can do so for others, and right here is a line of business that pays. I have been doing this in my own shop, and have established a reputation as a writer and publisher of house organs out on the coast. Incidentally it puts a lot of work in the pressroom.

Unless you are prepared to do better work and give more efficient service than the cut-price competitor across the way, there is not much use in spending your money in this form of advertising. The fundamental and underlying principle of a house organ—the one thing that makes it desirable for a printer or any other business man or firm—is that you have a meritorious or distinctive proposition. But, assuming that you have distinctive printing and service to offer, the house organ becomes the highest ideal in advertising; highest and most modern in self-reliance and intimacy, because we prepare it ourselves or under our own personal supervision. Its breath is untainted with off-color stories or suggestive remarks. It is clean-cut, wholesome, clever, and to the point, which is the accepted business tocsin of to-day. It is the highest ideal in efficient advertising because we mail or distribute it direct to the people we want to sell, without circulating waste; for when we stamp the edition and turn it over to the post office department there is the knowledge that it will go promptly and surely to the people addressed. There is something decidedly satisfactory behind this knowledge that Uncle Sam is delivering your advertising for you, and that every booklet is going just where you want it to go.

Another point in favor of the house organ is the fact that there is no large expense account back of it. To be sure it costs money to edit and print and mail it; but these items do not equal railroad fares, hotel bills, and the fund for "treating the boys." So take it all in all, undoubtedly the house organ is the most direct and efficient advertising method of reaching the consumer, of destroying the natural barrier of suspicion with which he surrounds himself, and of gaining his confidence and good will. When you have gained these, you have secured his business. (Applause.)

**THE PRESIDENT:** Before we proceed with the next paper the Secretary has one or two announcements to make.

MR. TYLER (Secretary): A meeting of the Open Shop Division will be held in the Colonial Room at 3:30 this afternoon.

The New York Edison Company extends an invitation to the United Typothetae and Franklin Clubs of America to attend the Electrical Exposition and Motor Show at the Grand Central Palace. Tickets may be obtained in the registration room.

THE PRESIDENT: The next address on the program is by Mr. Kenneth Groesbeck of New York, eastern representative of the House of Hubbell, Cleveland, O. Mr. Groesbeck does not appear to be present. We shall therefore have the pleasure of hearing from Mr. Charles F. Warde, of Davis & Warde, Pittsburgh. Gentlemen, Mr. Warde of Pittsburgh.

MR. WARDE (Pittsburgh): I have twenty minutes on this?

MR. GREEN (New York): Oh, no.

MR. WARDE (Pittsburgh): All right.

## HOUSE ORGANS

### CHARLES F. WARDE (PITTSBURGH)

MR. PRESIDENT AND GENTLEMEN: During my younger days it was my privilege as devil in a printing office to present a document for each and every entertainment to the master of exchequer on the night of that entertainment, by which we could get sufficient evidences on their face to pay the devil his salary and a few other things on the side. I recall being invited one night by the editor of our sheet to present a bill to the treasurer of the Duprez-Benedict minstrels. Now, that was just a couple of years ago, during my younger days. I remember very well Mr. Tom Moorfield, who was the end man, Mr. President, remarking to Mr. Gulick, the middle man, "Mr. Gulick, can I evaporate?" Mr. Gulick said, "How is that, Mr. Moorfield?" He said, "Can I evaporate?" "That is a new one on me. What do you mean, anyhow?" "Can I talk?" Have I your permission, Mr. Chairman?

THE PRESIDENT: Yes, sir.

MR. WARDE (Pittsburgh): Thank you very much. "What is a House Organ? and When, How and Why We Started one." System is a habit over in our shop. Everything runs according to a plan. Our plans may not be the biggest nor the finest imaginable, but they give us something to work by and they see us through to some kind of a decent finish.

Outside of the office we remain consistently systematic, even when we come to New York. When we talk about house organs we do it with a plan; and our remarks during the next ten minutes will be constructed on the fundamental considerations of "What Is a House Organ?" and "When, How, and Why We Started One."

The use of the first personal pronoun doesn't mean that we will limit our remarks to our own publication, although we do believe that "Warde's Words" was just about the first printers' house organ that was properly born according to house organ eugenics. It has, at least, lived a long, healthy, and useful life and can run a performance race with any of them without losing a breath.

Many a printers' house organ and many a house organ that simply furnished printers with a short-term meal ticket has passed to the cemetery of ambitious intentions because the fundamental questions—when, how, and why—were never asked or never wisely answered. It is therefore important for us to find answers that will be broad enough to apply to any business of any size, at any time or place, and to use these answers as dependable remedies whenever we happen to get bit by the house organ bug.

The house organ fever is a good deal like the measles—because it is contagious, rarely fatal, and involves a pretty good sized doctor's bill, to the contrary the remarks of any other good-looking gentleman notwithstanding. Most businesses get it, without knowing why or how, excepting that they have rubbed up against some other concern that had it. It appears in a number of forms—mild, intermittent, acute, and chronic.

The mild variety breaks out on short notice, lasts a couple of months, and disappears without leaving marks of any kind. The intermittent form may develop from a series of letters, continue with symptoms of true houseorganitis, disappear and recur without regular periodicity. It is quite harmless, but rather expensive.

The acute form deserves more specific mention, because it is the only variety that leads to really serious complications, and is sometimes fatal. It is usually caused by a large opening made—pay attention to this, please—it is usually caused by a large opening made in the cash reserve, or the advertising appropriation, by a sales manager whose governor belt has slipped off the pulley. While the disease is in progress it furnishes a fine income to the printer, the engraver, and the commercial artist, and it gives the advertising manager a chance to run a young magazine and have his name on the editorial page. Process plates, hand-lettered headings, and full page displays, jokes and philosophy, entertainment, essays, sermons, and cartoons run riot through the thing in the thought that interest must be aroused at any price. And in the whirl, the poor old business that pays for all this embroidery is allowed a brief mention as a filler. Perhaps this statement is a little overdrawn, but it points to a class of house organs that make a flicker for a while, then puff out suddenly when they have burned up all their fuel.

We now come to the only type of house organ that is worth while—the chronic variety. It's the only kind that pays. It must be regular in its intervals of issue and it must be a vital outgrowth of the business.

It must say something about your business and it must make your business interesting to its readers.

All house organs worth while are the development of the personal letter. Many a concern whose boss couldn't think of a thing to say in a letter to his actual or prospective customers will try to get out a house organ to send to a couple of thousand names. Why do they do it? Because the house organ is supposed to be a thing that you can transplant into any kind of business and get magical results. And that's just exactly what you can't do.

Now, let's consider the question "When to Start a House Organ."

Next Monday morning when you land at your office you will find a certain very definite quantity of work to handle, and you will take it up in a common-sense way and get through it. You will know when to start a house organ by taking a good look into your own business and its needs, just as you know how to turn out an ordinary day's work. When your house has fundamental policies that distinguish it as an advantageous place for customers to trade; or when you have a product of which the merits require consistent and persistent exploitation; or when the progress of your business is so vital and continuous that you can't tell your whole story to your whole available market by writing letters to your prospects,—you can safely ask yourself if you need a house organ. But you can't afford for a minute to entertain any dreams on the subject. Nor for the purpose of emulating a competitor, or imitating a successful house organ, or on the unsupported guess or whim that a house organ might fit into your business—can you gamble any fraction of your profits. You must know that your business needs a house organ before you start one. And there are ways of knowing it just as sure as there are ways of knowing you are hungry. There must be an empty place, and you must be able to put your finger on it, and you must have a pretty good idea what to put in it before you take any chances. With one condition—that will be reserved for fifty seconds—the time to start a house organ is when you have a message that can't be put out in letters or incidental direct mail elements—when your message is too personal to go into the regular publications that carry advertisements—when that message must be presented without waste to exactly so many selected persons whom you have picked out to receive it in spite of themselves—when the message is vital to the success of your business and not uninteresting to the people you will send it to—when that message is the natural, spontaneous expression of your house policy and its merchandise—and when, for purposes of illustration, adequacy of space, and repetition of effect, the house organ is the only medium through which you can carry your message with the expectation of the largest results per dollar of expenditure. That's when to begin your house organ—and under this one condition—that you are going to have enough to say to keep it going for at least five years, and that

you are determined to lay aside enough money and brains and perspiration to give it that length of healthy, active, useful life.

The next consideration is "How to Start a House Organ."

If you have the right answer to the "when," you won't have a great deal of trouble with the "how." Just be sensible. Common sense is a far more valuable quality than what we call brilliancy. A skyrocket won't make steam under a boiler, even though it does get attention; and after it falls it's darker than ever.

The very first thing you do before you try to make a house organ is to make a mailing list. Don't forget that, gentlemen. Don't start your house organ and then select your mailing list, but get your mailing list before you start your house organ. The vitality of a mailing list is about six months. In that time, changes in names and addresses make it from 10 to 25 per cent. dead. And as you are going into the house organ business for efficiency's sake, you can't waste good printing and good postage on dead names. Therefore, get a mailing list that represents your best judgment on actual prospects, and then keep weeding and replanting. Growth in numbers may be less important than quality. Don't overreach. Remember, there are a hundred million names in this country. You can't get them all at once — nor in five years.

As to the house organ itself, measure it by your message. The size and number of pages, the kind of paper, the cover, and the make-up — all ought to fit your talk and your business. The things that distinguish your product and your organization may indicate the things that will distinguish your publication. Convenience in mailing, in handling, in reading and in filing, ought to be considered.

Mere largeness does not give individuality. That is a point in a number of house organs being put out to-day, ladies and gentlemen, which seems to me to be overlooked by a great many people that start house organs. They seem to think the more they get into a house organ and the larger it is, the more people will read it. That is one mistake they make. We believe, in our shop, that an 8-page house organ can convey everything necessary to your prospect, your customer, and your friend. I can see how somebody has a fine chance to get individuality in a house organ the size of a playing card. Don't overbite on size. It is better to grow than to shrink. If you have a real need for a house organ and can't afford anything more than a government post card, start with that and expand. Be careful of your postage when the weight of your publication gets close to the one-cent limit. A choice of paper may enable you to add more pages without adding more weight and expense. This is especially important when your list is large. On ten thousand names it is a hundred dollars.

Spend something for brains. Dig down into your business. Find out some things you never knew before, and tell about them — if they're good. If they're not, you have a chance to correct something.

Put a return card in nearly every issue. Back up your house organ with a sort of trade promotion department that will not only get help out of the returns your publication makes, but that will put new ideas into the next issue. Remember that the judgment on your publication should not be on how it looks, but on how it pays. And there's no sense in running a house organ at a loss.

Don't imitate. Don't swipe. Don't follow in any way. Keep your eye pointed inside half the time and at your prospects the other half. Make your publication stand for and express your house like your face stands for you — and your personality. Be honest. Don't bluff. Don't exaggerate. Tell the truth — and talk business.

As to the "why" of the house organ — if you will answer the "when" and the "how," there will be no such thing as the "why." The "why" is "profits." That is one peculiar thing about a house organ, gentlemen. You may run it for love, but you expect something more than that. And if you start right, stay right and father your house organ along in a serious, common sense manner, knowing all the time that you need the particular kind of help it gives — you'll get the profits. (Applause.)

**THE PRESIDENT:** Gentlemen, I beg to introduce the next speaker, Mr. Kenneth Groesbeck of New York, Eastern representative of the House of Hubbell, Cleveland, on "House Organs."

## HOUSE ORGANS

KENNETH GROESBECK (NEW YORK)

**MR. CHAIRMAN AND GENTLEMEN OF THE CONVENTION:** I offer you my apology for arising somewhat out of order, but the change in the time on the program is responsible for it.

I am confined to ten minutes; perhaps it is a wise thing that I am confined.

To jump right into the subject, it seems to me that the most important thing about house organs is copy. That may seem a truism; that may seem something that everybody knows; but I think it is something which is usually overlooked. I think in the modern house organ there is too much attention to decoration, too much attention to mere attractiveness, and too little attention, in spite of the fact that a good deal is given, to the actual matter of copy. When you come right down to it, an attractive house organ—and by that I mean a house organ which is well decorated and which is also attractive because of its light material, jokes, fillers, bits of philosophy, etc.—attracts; but it does not convince and it does not sell. I think that is the fallacy into which a good many house organs fall, particularly printers' house

organs, because the printer has every facility at his hands for decoration. He can put it through the press any number of times without as much inconvenience as it would cause his customers if they were doing the same thing, and the result is that he goes in for decoration, as in the case of a new Canadian house organ, which is printed in four colors. It seems questionable if such a thing is justified.

The "copy" for any house organ must be more than merely interesting. You have got to tell your reader something, not something that he is interested in, but something that he values and that he must know, if you wish him to read subsequent issues of your house organ. He will look at the first anyhow; it is something new; he has never seen it before, and he will look it over; but if you wish him to read subsequent issues, if you wish him to look forward to it, if you wish to make a new impression each time, you must give him something that he needs. That means, if you are a printer issuing a house organ about your business, that you are not to tell him so much about printing problems in which you are interested, you are not to tell him about cost systems, you are not to tell him about things which you have to know, you are not to tell him how to produce printing, but you are to tell him how to buy printing. That is his viewpoint, and the successful house organ invariably puts itself in the place of the reader and gives him what he needs, what he must have. The thing is true of a house organ issued to advertise printers or of a house organ issued by a printer or by an advertising agency to advertise any other concern. The successful ones give the information that the reader values. And that is one point that I want to make.

Variety is another thing that is essential. Readers get accustomed to house organs. They say, "Oh, yes; here it is again. Well, I will put it aside and read it later"; and they do put it aside, and in these busy days they never read it. You must make your house organ different in each issue, and yet evidently the same house organ; in other words, it must be enough like its predecessors to be recognized as yours. That means certain definite, regular things, running "ads," a certain character of method, etc., and yet it must be sufficiently different so that each issue as it is received is something brand new, something which gives information, something which is of value to the reader. You may do that with advantage by issuing special issues—a war number, a prosperity number, etc. Various devices of that kind are used to make an issue different from the former ones.

The successful house organ is based on the failures of others. You know it pays to listen. You of course remember the story of the Scotchman who was seen on a very cold day without his ear tabs. One of his friends said, "Sandy, you haven't on your ear tabs. You'll freeze your ears. What is the matter with you?" "Why," Sandy said, "I am no wearing my ear tabs any more; no matter how cold it is I am no wearing them." His friend said, "No wear your ear tabs!

Why not, mon?" "Well," said Sandy, "the other day the Squire asked me to have a drink, and I did'na hear him." So you see it pays to listen.

And it pays to keep track of things outside. You can with advantage examine all house organs that you can possibly get your hands on, if you are interested in publishing a good one. Of course I am naturally particularly interested in the house organ issued by the House of Hubbell of Cleveland, as your Chairman has introduced me—if I may take that as a model,—Individuality. It has a circulation of 18,000 a month. That is quite remarkable, of course, but fortunately they are not all Hubbell's customers. If they were, I think Hubbell would be prosecuted as a monopoly. But the house organ is syndicated through other printers throughout the United States. In seven states of the Union it is used under the names of the printers who issue it, with the copy identical in every case and the cover different. Now, that house organ, which appears to be successful, and which seems to sell goods, is about one-third light matter and it is about one-third matter of value to the reader—I mean matter that the buyer of printing wants to know about. The other one-third is matter advertising the house that issues it. That seems to be about the right percentage. You will notice there that two-thirds of the house organ is pretty serious business, and we find that it is read with interest, and that it is taken as a serious effort and a serious contribution.

There is just one more point that I want to make, and that is the mistake of expecting too much from house organs. You know we are all prone to be strong for our own specialties. The man who is a specialist on house organs is very apt to say a house organ will do anything in the world: it will sell goods faster than anything else, it is the salesman, the printer salesman par excellence, and so on. I think it is a mistake for a printer or for an advertising agent to maintain that a house organ can do any such thing. I think that the most you may expect of a house organ — and here I will differ with some of you, I am afraid — is that it will invariably aid your sales department. It will do missionary work, it will cover possibilities with greater effectiveness, and it will uncover probabilities with greater effectiveness, and for less money, than any salesman. It will enable you to comb over a vast territory and take the best possibilities and make the most of them. But so far as a house organ going out and selling goods as well as a salesman does it, I don't think that we should claim that for house organs. Harper's Magazine does not do very much in the direct sale of the Harper publications. Harper's Magazine creates prestige for Harper & Company. Of course it does more: it pays for itself; it is a magazine in itself; but I mean as an advertisement for Harper's it is mainly a prestige-creating agent.

You may put into a house organ, on the inside back cover or on separate pages, special "ads" which may sell your goods, which they



often do if they are very well done, just as they will if they appear in the newspapers; you may put in your house organ a post card which will make a strong appeal for a return of some kind; but I think it is a mistake, as a general thing, to saddle a house organ with the whole burden of selling. It is a missionary force. It is a supplementary force. It is a creator of prestige, above everything else.

One more small story, again of a Scotchman, who was very unpopular. A friend of his was asked why Sandy was so unpopular, and he said: "I will tell you why he is so unpopular. When he pours whisky for me and I say stop, he stops." So I stop. (Laughter and applause.)

**THE PRESIDENT:** This completes the address on "House Organs." By request of Mr. Donnelley, and with the indulgence of the other speakers, I am going to bring him up on the program. His subject is "The Printer's Responsibility for the Respectability of His Product."

Immediately after this address the official photographer wants to photograph the Convention. Gentlemen of the Convention, Mr. T. E. Donnelley, of Chicago, I don't think needs any introduction from the Chairman.

## THE PRINTER'S RESPONSIBILITY FOR THE RESPECTABILITY OF HIS PRODUCT

T. E. DONNELLEY (CHICAGO)

I assure you, Mr. President, this will be the shortest speech of the Convention.

The person who should be making this speech is Mr. Hornstein of the Mergenthaler Linotype Company. At the convention of the Advertisers' Club in Toronto this summer, he presented to the printing division a paper upon "The Printer's Responsibility for His Product." To me it was the articulation of a new morality in the printing business. It was the first time I had ever heard it spoken of publicly, and my only object in appearing here to-day is to leave the thought with you for your further consideration. Perhaps a better term for it would be "The Feeling of the New Citizenship of the Printer."

We know that in times of financial stress, such as we have to-day, the banker considers the responsibility he has to the community. We know that in the question of the manufacture of food products the respectable manufacturer now considers he has a morality to the community in furnishing pure foods. Now, we have always considered that the upright printer would produce and deliver to his customer a fair job at a fair price, and that his financial transactions would be beyond reproach; but, as I term it, the new citizenship of

the printer is beyond this, that we should assume the responsibility that what we print is right. I know that we often have jobs presented to us to print, which are to go out to the public, making representations which we know are not true. Our desks are flooded daily with circulars of gold-brick schemes, beautifully printed by some good fellow-printer. We know that often immoral books are printed by establishments of high respectability. We know that a great many presentations of facts that are not true, to gull the public, come from our presses. Now, as I understand it, this new morality is that we should assume the responsibility, as far as our knowledge goes, that what comes from our presses is honest and will lead toward righteousness. (Applause.) It seems to me for a man who believes in prohibition to do printing for breweries or whisky concerns is not honorable. (Applause.) I feel that for a man who weeps at the great losses of the widows and orphans in the waste of their money in bogus enterprises, to print advertisements of these enterprises is also dishonest.

I don't know as I can exemplify that line of thought; I don't want to take your time, but I want to leave that idea with you, that I think with the advance of civilization and morality we have this responsibility to see that the products of our presses are just as high as our own personal idea of integrity.

Thank you. (Applause.)

(The Convention was photographed.)

THE PRESIDENT: The next subject is "The Use and Abuse of Dummies." The first speaker I find is Mr. Fred E. Johnston, of the Johnston Printing & Advertising Company, Dallas. Is Mr. Johnston present? Not hearing from him, I will call on Mr. E. A. Kendrick, of the American Bank Note Company, New York. Gentlemen of the Convention, I take pleasure in introducing Mr. Kendrick, an old member of the Typothetae.

## THE USE AND ABUSE OF DUMMIES

E. A. KENDRICK (NEW YORK)

MR. PRESIDENT AND GENTLEMEN OF THE CONVENTION: I dislike very much to read a talk, but your Committee was so insistent that the time limit of ten minutes should not be exceeded that I thought the only way to insure you against a transgression of that prohibition was to commit my thoughts to writing. That is my apology for presenting what I have to say in this form.

Our subject leaves no room for argument as to whether the "dummy" has its proper place in the selling of printing; it frankly assumes this to be so — and so much we may safely grant.

Like many other trade customs, however, the making and use

of dummies has been much abused, until the custom has in a large measure degenerated into a positive evil. Originally the outgrowth of strenuous competitive conditions, the practice of submitting elaborate and expensively decorated dummies has come to be a source of unusual and unjustifiable sales expense — an expense which the printing business can ill afford to bear and which the buyer can be made to pay only when buried as an item of increased cost of production. The customer has the final choice — he pays for the dummy he likes best; the printing business must bear the cost of those which are rejected, or pass the expense along to some one else in one way or another.

The cost of production in printing has not kept pace with the increased cost of selling under modern methods. The custom of selling by means of elaborate dummies has been one great factor in this increased cost. It cuts both ways — as a two-edged sword; it not only adds to the cost of selling, but it tends also to make selling a matter of competition as to which printer can give the customer the most for his money, regardless of profit or loss on the transaction.

It is by no means unusual to see dummies and designs submitted in competition for an order, the aggregate cost of which must have nearly or quite equaled the value of the order sought to be obtained. In every such instance the printers, in the aggregate, have more than expended the entire prospective profit on the work before the order has been awarded. Thus it frequently happens that from the standpoint of the individual printer it costs as much or more to lose an order as to get it. If selling expense be figured at ten per cent of the gross, and it is generally more rather than less than this, ten printers competing for one order will expend in the selling the total amount of the order or more. This is more of a selling burden than the business will bear, and the printer's only salvation is to pass the expense along to his customers, to whom the burden is equally intolerable. This inevitably means a higher cost of doing business; hence greater difficulty in selling the product. Reasoning thus around the circle, we come back where we started, only to find that the dummy, intended to be a selling aid, is likely to prove a selling burden.

The responsibility for this condition rests largely if not entirely with the printers.

We have been too ready to give to our customers, "free gratis for nothing," our most valuable ideas, suggestions which have a real and salable value, and to present these ideas in elaborate and expensive form, in the guise of dummies. We are the real "dummies," as we find to our sorrow when told that the order "has been placed elsewhere" for one of two reasons — either because the other fellow has offered the customer more work for less money or because we have overstepped both his requirements and the available appropriation.

Who "pays the freight" for this added selling expense?

Here is involved an important economic principle which must not be overlooked. The basis of value creation or increase is labor. Labor, directly or indirectly, creates all value. Labor which does not create value is economic waste.

Several dummies are submitted in competition. One of them is adopted, the labor which produced it has created value. Others are rejected; the labor results are negative and represent an economic waste. We may fool ourselves into thinking that these rejected designs may be worked over and used for other jobs, but the fallacy of this argument is abundantly attested by your files and mine, which are filled with moth-eaten and dusty covers and designs which have been made at considerable expense, but which have not been accepted by the customer and represent on our part economic waste. The majority of these dummies will never be sold or used.

What is the remedy for this evil?

It is easier to define and decry the evil than to prescribe a practical and efficacious remedy. Shall we advocate abandoning the dummy as an aid to selling?

No!

Shall we endeavor to limit and circumscribe its use within reasonable and proper bounds?

Yes!

In the solution of this, as of most business problems, we need first a thorough understanding of the elements involved in the problem, and second, the application of reason and common sense in its solution. Let us proceed along these lines.

In the selling of printing there are three principal elements involved. The first is the customer and his problem; the purpose for which the printing is to be used; the amount of money to be expended and all the details which enter into the "specifications." The second is the printer, his facilities and peculiar fitness to properly handle the work under consideration. The third, and not the least important, is the relation in which the printer stands to the customer.

The intending buyer of printing, in nearly every case, has in mind the achievement of some definite purpose in using printed matter. Such matter is usually a means to an end. Printing as used for advertising purposes is generally employed in anticipation of some direct or indirect return in trade or exchange. As a rule the customer knows what he is seeking to accomplish by the use and distribution of printed matter, quite as often he does *not* know the best form or most effective style required for the achievement of the desired result. Here the dummy comes to the rescue! By it, if intelligently and properly prepared, the printer may suggest the right solution of the problem.

Here we confront the question of the fitness of the printer, in equipment and experience, for the particular problem in hand. In

these days of specialization in every line of industry, this question of fitness for the work is particularly important. He is a wise printer who knows and recognizes his limitations and has the courage to pass along to another, more fit than he, the job for which he lacks the proper qualifications of equipment and experience. Too much valuable time and money are expended by the printers in these days of strenuous competition in trying, by the use of attractive dummies and designs, to undermine the work of other printers and to take away the business properly belonging to them, through the offering of ruinously low prices and otherwise. Such work is destructive, and not *constructive*. What we need is less destructive and more constructive selling!

Let us pass by the customer whose printing needs are adequately and satisfactorily supplied, on a basis mutually profitable to himself and his printer, and each week to extend his business by offering an efficient printing service to those who need and have not already found it elsewhere. There are enough of such openings, and to spare, and in such cases the dummy may be properly used as a medium of constructive suggestion, and not as a means of destroying the business of a competitor!

As for me and mine, we do not want to make designs and dummies except for customers who *want* to give us their business because they believe in us and in the efficiency of the service which we are prepared to render. If a dummy or design must be made to demonstrate the fitness or ability of the printer to handle the work in question, I do not want to make it on that basis. On the other hand, I am glad to make such dummy or design for the customer who comes to me because he believes that I am qualified to give him efficient and satisfactory service.

The application of a little horse sense to this question would indicate the folly, from a purely economic standpoint, of submitting elaborate dummies and designs in those too frequent cases of competition which are "free for all," where the committee of award consists of a half-baked publicity director of the correspondence school variety, the blonde stenographer, and "Torchy," the red-headed office boy, and where the "prettiest" dummy is likely to win out, if the price is the lowest, quite regardless of its real fitness for the work in hand.

To the customer who is earnestly and honestly desirous of securing intelligent and helpful suggestions in the solution of his publicity problems, and who comes to our office because he believes that there he can obtain what he wants at prices which he can well afford to pay, the facilities of our service and art departments are at his disposal without stint or limit.

For the customer who only wants to make a collection of designs and dummies with the intention of choosing and using from these

the one he likes best, we will make an estimate on his requirements and offer our suggestion and designs only after he has accepted our quotations and given us his order.

Obviously, to my mind, the solution of this question lies in the making of fewer and better dummies and of making them only when their use is for constructive business extension, and not for destructive competitive purposes. (Applause.)

**THE PRESIDENT:** The next subject under which we have addresses is "Salesmanship." The first is by Mr. M. L. Griswold, of Rogers & Company, New York, whom I take great pleasure in introducing to the Convention.

### SALESMANSHIP

M. L. GRISWOLD (NEW YORK)

**MR. PRESIDENT AND GENTLEMEN:** I remember, and doubtless some of you do, a meeting of the New York Typothetae called some fifteen years ago to consider the raising of prices. We were confronted with a demand for an increased wage scale and reduced hours, and something had to be done. The late Mr. Little was in the chair, and after several had spoken without filling our hearts with great encouragement he introduced a German ink-maker, a man of considerable prominence in the trade although seldom seen at trade gatherings. Mr. Little was quite flattering in his introduction and we all sat up in our seats to hear something illuminating, when this modest man arose and said:

"Vell, chentlemen, as I see dis ting, de best way to raise prices is to raise de price."

—and he sat down. This man qualified as a ten-minute speechmaker with a margin, and without the assistance of an infernal machine. And were I to say that "Salesmanship is getting the order," and quit, I think it would be showing proper consideration to you and doing justice to myself.

When I agreed to this undertaking, I wrote a half-dozen letters to as many sales managers of the largest and most aggressive corporations in this country, with the hope of getting some new principle in selling, and I regret that a ten minutes' talk does not admit of quoting from each reply. Without exception, however, all are summed up in a single sentence which I quote from the answer I received from the best salesman I know in the railroad supply field, where he says:

"The true spirit of salesmanship is *service* and that character of *service* which makes much of each and every opportunity."

*Service* is a short word when you say it quick, but it means a lot as applied to selling our product. Facetious advertising agents say

they have to sell blue sky, and while what we offer for sale is more material, we too are marketing advertising service. We are a little more fortunate in not being held entirely responsible for the success or failure of the advertising literature we make, yet I believe many of us have observed a growing tendency in this direction. In years past we sold advertising printing on a basis of presswork, composition, etc.; to-day we more often sell on the basis of a complete plan, combining our knowledge of the mechanics of the trade with the customer's sales problem. So our salesman, like the advertising agent, must become expert in various lines of merchandising. He does not look on the shelves and see what is required; he sells something yet to be created. The knowledge of his business and his understanding of the business of his prospect as evidenced in his selling talk count for more than any samples he can show.

The intelligent personal appeal to the prospective customer is the most successful means of selling which has been devised. It is as old as time itself; but it is the open door to the confidence of the prospective customer, and without that no selling is satisfactory. The weakness in the scheme is that it costs so much money to send one man to interview a comparatively few people. Thus we have advertising, or printed salesmanship, designed to acquaint the prospective buyer with the merits of the goods, so that when the salesman calls his time is minimized. Printers do not advertise enough or well enough; we need more of our own medicine. When the mind of the buyer is prepared in advance for the coming of the salesman, the salesman becomes more efficient.

Selling, whether it be the spoken word of the man sent to personally interview the buyer, or contained upon the printed page and directed to the buyer, must follow certain well-defined laws of successful selling if success is to be realized.

First is attraction. The interest of the customer must be aroused. A meek little mouse of a man wearing rubber soled shoes wouldn't attract important attention. The customer ought to be impressed with the salesman. Many merchants are partial to men of large frame and size for this reason. Diamond Jim Brady added to the interest of his rather large form by his diamond decorations. In letting the public wonder if he really does decorate his B.V.D.'s with diamonds he has further added to the interest.

It is the same with the printed message. John Wanamaker is always timely with his advertisements. No man sees Wanamaker advertisements without having his attention arrested. Having arrested the attention, the second stage is to interest the buyer by argument and plausible presentation of the article to be sold.

The third stage is to outline the action desired to be taken. It is an unsatisfactory and often an unprofitable sale, unless the customer understands precisely what he is to get and the salesman what he

expects, so the terms of payment, the date of delivery, the kind of contract, the place to sign, are all a part of the selling and all follow properly and in order. How often have we seen the possible profit in an apparently good job disappear owing to the salesman's understanding or lack of understanding with that customer! I believe most customers are willing to pay a fair price—even legitimate extra charges—but as one man said to me, "We just want to be consulted before you spend our money."

The last stage is to inspire the customer to follow out the program of action which you have prescribed for him. It is the most difficult stage of the whole operation of selling, and the most important. It is the last blow of the axe which fells the tree. The other previous blows have been missionary work. They are valuable, but only as the concluding action, the signing of the order, is accomplished.

Thus there are salesmen who are missionary workers—who can't go the whole distance, like advertising matter which fails of its mission and because the last knock-out wallop was left out. It seems to take real courage for a salesman to say, "Why can't I have your order and have it now?" It seems so easy to say this, and yet it is so difficult to get salesmen with moral courage enough to finish off with a speech of this character. They think that this is crowding the customer, and that their chances for selling will be spoiled. They decide to put off the agony, to come around again in another day or two. As a matter of fact, it is very difficult to pump life in a selling interview of yesterday which is now cold and dead.

In order that the salesman's efforts may not be wholly nullified the house produces a man who helps out the weak sister of a salesman at the time of closing—the sales manager or perhaps the boss himself. The desperation of the boss's need for business often drives him to quick action. The boss gets it over and gets the business. There is much in favor of this course, but when the boss or a second person has to aid the salesman in making a sale, then the salesman loses confidence in himself. He isn't as good a salesman as if he put the deal across. Better let a salesman lose an order than his moral courage to ask for business. Run the risk of spoiling something, but don't spoil the salesman.

This same criticism can be hurled at most of the advertising matter. Beautiful books attract attention, and educate the customer to desire for ownership. Where they fall down is that they do not come through at the finish with a staggering body blow between the eyes; catalogues, booklets, folders, the whole collection, fail, when they do fail, because they do not demand the business.

So I say that the thing we must sell is service value, and that composition, presswork, and binding are only incidental; that the average customer does not care about the size of the plant or the kind of equipment that is to be used in printing his job. What he does care



about is whether or not the thing we make will produce the desired result; whether the house we represent is an institution where such a product is to be had. (Applause.)

### GREETINGS FROM GREAT BRITIAN

THE PRESIDENT: Gentlemen, we have a cable message here from the Costing Committee in England, which the Secretary will now read.

MR. TYLER (Secretary) read the following cablegram, dated London, October 6:

President United Typothetae,  
Waldorf-Astoria, New York.

British Costing Committee sends fraternal greetings

Allen, Chairman,  
Hazell,  
Austen Leigh.

(Applause.)

THE PRESIDENT: You will doubtless remember Mr. Hazell at New Orleans last year, and Mr. Leigh at Chicago the year before.

We have one more address on "Salesmanship." It is by Mr. Platt Young, of the Andrew H. Kellogg Company, New York. Gentlemen of the Convention, Mr. Young.

### SALESMANSHIP

PLATT YOUNG (NEW YORK)

MR. PRESIDENT, MEMBERS OF THE UNITED TYPOTHETAE AND GUESTS: Mr. Griswold and I were talking down there a few minutes ago about the fact that your program committee had allowed us a space of ten minutes in which to give a forty-minute talk. We were speaking of the vaudeville team who approached a manager for an engagement. The manager said that he could give them ten minutes, but, wanting forty, they replied, "It takes us at least ten minutes to bow."

It isn't the competition of the man across the street that bothers the good printer to-day. It's the advertising agency that gets the cheese, and magnanimously bestows the holes upon the printer.

This is where we've got to hand it to the advertising agency, and at the same time realize the mistake of the printer. The printer has armed himself to compete with his neighbor, while the real competitor has stolen the pie.

I know that within my own range of conditions in New York, more

than a million dollars annually is spent for printing by the advertising agencies, and this condition undoubtedly obtains in other cities than Manhattan.

The agency is helping the buyer to make money—the printer is merely soliciting an order for printing because press number twelve is empty.

And so I say to you that the printing salesman must be a seller of merchandise through the medium of good printing if he is to achieve success.

There is a reason for every piece of advertising literature, and it is up to the salesman to discover the ultimate object and help the customer to accomplish it.

Advertising of all sorts is created for the purpose of getting inquiries or gingering sales. It is the movement of merchandise that counts, and when the printing salesman becomes a merchandiser he has got a splendid start on the right road.

I have often heard discussion and criticism of advertising literature of various kinds, when to me the question in dispute was not how beautiful the art work, not how attractive the color scheme, but did it perform the mission intended? That is the reason for and the answer to all advertising literature.

No matter what kind of printing is in process, the printed page has got to seethe with selling power. There is often a reason why advertising literature shall not be of the very highest quality, but typographically there is no reason why the argument shall not breathe the breath of life.

I hold that among the many qualifications of the printing salesman that of getting the customer's viewpoint is one of the most important to be observed. The salesman can help in a constructive way, and very often see selling points which the customer might overlook. This for the reason that he sees the proposition from an entirely new angle, and gets the benefit of a different interpretation.

He must use his judgment in this interpretation and make good as a pinch hitter. To get under the reader's skin in a quiet way, use the needle where it will do the most good. Hit the reader if he must be hit, cajole him if he must be cajoled, and black-jack him if he must be black-jacked.

Tell the artist and engraver what you are trying to accomplish, and give your copy man the same information. If the salesman can perform the functions of all, so much the better. Then the proposition is up to one man and he is responsible. Divided responsibility is in most cases no responsibility.

The printing salesman who knows the pulling power of copy, the value of commercial art, and who gives the buyer more than mere paper and ink, is the man who really has something to sell. There is more competition in material than there is in brains, and the sales-

man who markets his wits with his product does not need to sell under the market price.

A little hot air well directed will sometimes help, and good fellowship is a splendid asset, but what the customer wants is performance. Good fellowship often represents a tank amidships and a sieve aloft.

The good printing salesman must employ his wits in getting business and his experience in handling it. A sale never ceases until the printing is delivered in good season and in good condition. It is up to the good printing salesman to assume responsibility for his work, always bearing the big end of the burden.

Presuming the work is well sold, in the handling of a printing order a salesman can make or lose money for his house. It's no easy task to pilot a job through its various stages of manufacture to commercial and artistic success.

As money is in most cases made or lost in the planning of a job, it behooves the salesman to know and to observe all the short cuts to manufacturing efficiency.

If one-half the value of a piece of printing represents labor and material, the other half is composed of service and quality. The first items can be bought in the open market; the latter, however, are under the hat of the salesman, not to be purchased, but sold in the open market at a good figure.

The good printing salesman must endeavor to sell accounts rather than individual orders. A clientele of a few good buyers is more to be desired than small orders from many sources.

A well-known Manhattan printer once said to me, "There's honor among thieves, but not among buyers of printing." One often meets a pirate among buyers whose aim is to milk the salesman for suggestions, and then farm the job to the lowest bidder.

The *morale* of the buyers should be just as thoroughly considered as his financial standing. There are many buyers who are hazardous risks, who nail you to the cross on impossible specifications; and when you do get an order, the courts usually adjust the settlement.

These fellows are pretty well known, however, and few printers will deliver their ideas to them on a silver tray when they know they are beaten before they start. It's up to the salesman to discriminate between a lead and a lemon.

In the selling of printing there are three factors constituting a printing contract. These are quality, style, and price. You may name any two of them but I must decide the third. If you tell me the price is a dollar and the quantity a million copies, I will determine the style and deliver to you a hatful of confetti.

It is a hopeful sign that the quality of our printing is improving all the time. When you stop to think of it, wonderful things are being done with type, paper, and ink, while the processes of reproduction are many and varied.

This leads me to believe in the dawn of that fateful day when the customer will seek his printer with the same confidence he does the rector of his parish. It's a long time coming, but it's up to us to hurry its advent.

I believe that the good printer of to-day must give advertising service in order to secure and maintain the cream of the trade. Get the confidence of your customer and help him to develop his business. Give him all the ideas and help you've got, and if possible a little more.

In dealing with your customer, do it in the open. There are but few guarded secrets in the business, and gum-shoeing up a dark alley at midnight will get you nothing. Taking a stand on any question which you cannot justify, is only an open sesame to trouble.

Get the habit of laying all the cards on the table. Those of you who have held the pasteboards close to your vest on a one-card draw will realize the importance of calling a spade a spade.

Go to your prospect as a business-builder, not as an order-taker, and an honest, conscientious, efficient campaign on these lines will eventually bring home the bacon. (Applause.)

**THE PRESIDENT:** The next subject is "The Printer's Relation to Advertising," by Mr. H. H. Cooke, of William Green, Inc., New York. Gentlemen, Mr. Cook.

## THE PRINTER'S RELATION TO ADVERTISING

H. H. COOKE (NEW YORK)

**MEMBERS OF THE TYPOTHETAE AND GUESTS:** The chairman has given us rather a difficult task, to say in ten minutes what ten hours would hardly say,—The Printer's Relation to Advertising. The printer is just waking up to his relation with the advertiser. To-day the advertiser represents his bread and butter, his motor car, golf, and everything else in life really worth while.

Advertising is developing rapidly, particularly that feature of it most affecting the printer and known as direct-by-mail advertising, involving the use of cards, folders, booklets, and catalogues; and the more fully the printer understands this and the greater intelligence he brings to its handling, the greater his reward.

The rapid growth of direct-by-mail advertising has been the more marked by comparison with all the old mediums. It is showing signs of coming into its own. This development of direct-by-mail advertising has brought new problems to the printer and requires of him a broader knowledge of the viewpoint of the advertiser as well as the designer and plate maker. He cannot handle the work in the old routine manner. He is called on to prepare or edit copy, develop or originate an idea, and to produce not merely a combination of paper

and ink, but a product of brain work that will take the place of personal solicitation and bring results. He must study more closely type arrangement, appropriate paper stock, and keep in mind the purpose of the printed result, whether he is appealing to the retailer on behalf of the manufacturer, or that the piece of printed matter is to tell the retailer's story to the consumer. He must understand the purpose of the advertiser and make his type and pictures talk.

One has only to recall the displays of printed matter at the advertising conventions in Dallas, Baltimore and Toronto to realize the great strides the progressive printer has made in recent years, and the very large future printers have. In the preparation of direct advertising literature in co-operation with the advertising man, the printer exerts a vital influence on one of the most powerful forces in advertising to-day, the one force in which *waste effort* and unnecessary expense may be almost entirely eliminated—the *direct advertising* product of the intelligent printer reaches its mark every time and tells its story effectively.

At the last advertising convention, held in Toronto last June, the Department of Printing held three sessions, listening to able papers largely by members of this body, well known to you all, on—

Reducing the Cost of Selling.

Dividing the cost of Dummies between Printer and Customer.

How to Make Type Talk.

Sale of Printed Advertising.

The Importance to Advertisers of the Study of Type Design.

Present Tendencies in the Development of Mail Order Catalogues.

Booklet and Catalogue Building.

At Baltimore in 1913 the advertising convention issued "A Declaration," signed by representatives of thirteen divisions of advertising, including the old established mediums, agents, retailers, printers, engravers and lithographers, as well as general advertisers.

The thirty-nine names signed to this document subscribed to "honesty and truth in all business dealings in every phase of advertising," and these thirty-nine men were formed into a temporary commission to further consider and work out the mutual interests represented in the dealings these thirteen divisions have with one other.

At Toronto a year later the division had grown to sixteen, the provisional commission was made permanent, and the original Department of Printing and Engraving developed into the "Graphic Arts Department," broadened to include all those identified with the production of direct-by-mail advertising—not only the printer who delivers the finished product to the advertiser, but also the designer, engraver, plate maker and paper man, who are important factors in the preliminary preparations.

It is this close association with the various classes of advertising, men rubbing shoulders with men having the same goal ahead, that

makes us realize the importance of the labor and our opportunities, and encourages us to cope with the problems and work them out successfully for the advertiser.

The Graphic Arts Department through the National Commission has a voice in national advertising matters, as the commission elects from its members five of the fifteen executives of the Associated Advertising Clubs, and at Toronto we selected one of your well-known members, Mr. Wilson H. Lee, as one of that executive board.

This Graphic Arts Department now asks your moral and financial support in its work.

The Graphic Arts Department has in common with all the other departments referred to adopted a business code—a Standards of Practice—and I trust I am not going too far when I express the hope that this representative body of printers may approve and adopt the standards we have set up. Those coming in at the door here, or going out, have been receiving those Standards of Practice in the last few minutes, and I hope that each one of you as you go out will make it a point to get a copy of them. I would like to read them to you, but I am afraid my time is too limited. The standards of all sixteen departments are similar in expression and identical in purpose.

Our close association with the various classes of advertising man is showing us that he is human and open to reason just as we hope he will discover we are—and that the differences of the past will be found to be largely misunderstandings and the result of ignorance of each other's purpose, and that the outcome of this shoulder-to-shoulder campaign of all divisions of advertising, representing—

Magazines,  
Newspapers,  
Trade Papers,  
Directories,  
Outdoor Mediums,  
Retail Merchants,  
National Advertisers,  
Advertising Agencies,  
Publishers,  
Manufacturers,  
Designers,  
Engravers,  
Lithographers,  
Paper Men and Printers,

will be clean competition backed by truth and honesty.

When you understand that for the first time in the history of business all of the men representing those different divisions of advertising have come together on one common platform and adopted one standard of honesty, it means something.

Every live wire producer of direct advertising should be a working

member of this new organization. Your interest here will in no way conflict with your other associations' demands, but supplement and support your separate crafts associations. From those you get your costs education—from this association you get your educational affiliation with men whose life work is advertising, and you learn how best you can fit in to help them market their goods, which translated means greater business for you.

You will learn through this new departmental work where weaknesses are, and how to serve the advertiser more intelligently and to mutual advantage.

When you go home, join your local advertising club, if not already a member. Take up your part in the local work—follow the Standards of Practice just as far as you can in both spirit and letter—and the importance of the relationship of the printer, representing the sixth greatest industry, to advertising will be manifest.

If I have time, Mr. President, I will read those Standards of Practice,—if I have not exceeded my ten minutes.

THE PRESIDENT: Look at your glass, sir.

MR. GREEN (New York): You have two minutes and a half yet

MR. COOKE: Thank you. (Reading.)

STANDARDS OF PRACTICE ADOPTED BY THE GRAPHIC ARTS DEPARTMENT OF THE ASSOCIATED ADVERTISING CLUBS AT  
TORONTO, JUNE, 1914

The members of the Department of Printing and Engraving of the Associated Advertising Clubs of the World dedicate their best efforts to business uplift and social service and to this end pledge themselves—

1. To give full value for every dollar received.
2. To charge fair prices; viz., known cost plus a reasonable profit.
3. To subscribe to and work for truth and honesty in business; to avoid substitution, broken promises, unbusinesslike methods.
4. To co-operate in establishing and maintaining approved business ethics.
5. To be original producers and creators, not copyists.
6. To be promotive, looking to the needs of the customer, analyzing his requirements and devising new and effective means for promoting and extending his business.
7. To place emphasis upon quality rather than price, service to the customer being the first consideration.
8. To merit the support of buyers of their product by living up to the spirit as well as the letter of these standards.
9. To develop, by co-operation with other departments of the Associated Advertising Clubs, an ever-strengthening bond of union,

to the end that the service rendered to advertising by the graphic arts may achieve its highest efficiency.

10. To aid in securing just and harmonious relations between employer and employed by establishing honorable conditions of employment.

I want you to remember that the other fifteen departments are your customers, and that they have subscribed to Standards of Practice differing only in phrasing from those which the Graphic Arts Department hands to you now. (Applause.)

THE PRESIDENT: The next subject is "Business Administration," the first address being by Mr. I. H. Rice, of George Rice & Sons, Los Angeles, Cal. Gentlemen of the Convention, Mr. Rice.

## BUSINESS ADMINISTRATION

### I. H. RICE (LOS ANGELES)

GENTLEMEN OF THE CONVENTION: I think it especially fortunate that I can appear on this rostrum to disabuse some of your minds that I am an ordinary bartender, and I will read my paper.

With due deference to the successful superintendent and foreman, the "art printer" and the "slave driver" owner, I would classify the business management of a printing business in the same degree of importance as the mainspring of a watch.

In the first place, every business should have a one general head, upon whose desk is focused in more or less detail every element of the business. He should enjoy comparatively broad executive powers, and possess the ability to deduct and impart the proper information to others interested.

In a broad way the managerial head of a printing business should possess or cultivate a variety of virtues and a willingness for responsibility that would sink a banker or the average merchant in the slough of discouragement. He should accept as his first duty that of being the clearing house for all the troubles and crossed wires in every department. His morning appearance should be the signal for cheerful greetings and pleasant personalities, and he must be ever ready to smooth out the grouches and adjust cogs that do not mesh properly. The worst mistake he can make is to become obsessed with the idea that he should be an object of awe and apprehension. This is no idle platitude, as any one can prove for himself by a little observation.

Another essential to the management of a printing business is the faculty for system—the systematic performance of his own duties, and the inculcating of similar habits among the entire personnel of the establishment. This trait is not necessarily a gift of nature, but may be cultivated successfully by any person who is willing to learn. The



difficulty of educating his fellow-workers to habits of system should only increase the determination of the management to gain the point. Many printers with an entire absence of system take refuge in the excuse that "These systems cause too much loss of time." Of course such a statement is made through ignorance. I have never yet seen an oversystematized print shop.

The work of a printing house manager may be divided first under the five departments: Manufacturing, Purchasing, Selling, Financing and Office.

Business Administration	{	Manufacturing.....	{ Efficiency General Plans
		Purchasing.....	{ Equipment Material
		Selling.....	{ Salesmen Estimating Prices and Terms Advertising
		Financing.....	{ Credits, Collections Disbursements Banking Insurance
		Office.....	{ Bookkeeping Cost Keeping Correspondence

I have prepared some little charts, which have been passed among you, which will perhaps help you to follow me.

With the vital elements under these heads—which really cover the entire business, the management should have the most minute knowledge possible. The constant study of cost records, job records, estimates, salesmen's reports, material samples and prices, accounts receivable, final disposition of quotations, etc., etc., will result in a steady increase of information for the good of the business, and make it easy to arrive at quick and accurate decisions.

There is information to be gained from every transaction in the business. Even a prospective order lost, or a customer switched to a competitor, should be sources of valuable knowledge for the future.

In more detail I have further diagramed the functions of the manager:

#### MANUFACTURING

*Efficiency.*— Providing methods for obtaining, and the study of, reports of production.

Gathering data from which the more efficient employee may be rewarded by wage increases.

Comparative study of job costs, and comparison of results with estimates.

*General Plans.*— Consultation with superintendent or foreman on sequence of work. The manager's centralized knowledge of work in hand or imminent is important to the smooth running of the plant and the fulfillment of promises.

### PURCHASING

*Equipment.*— Necessity for new, or replacement of, type or machinery.

The manager should be well informed concerning improvements and new labor-saving devices.

*Materials.*— Data for determining purchases to secure best prices in quantity.

A close relation is necessary with supply men to obtain the best information on market conditions. Notwithstanding the many points of friction that have existed between printer and supply men, I am one who believes that the supply man naturally should be, and is in general, the printer's best friend.

### SELLING

*Salesmen.*— Maintaining the policy of the house through the selling force.

Require sufficient reports on prospects that the dovetailing of information may be used to best advantage.

Maintaining a co-operative spirit among the salesmen, free from jealousy and petty selfishness.

Intimate contact with salesmen, liberal suggestions and encouragement.

*Estimating.*— To my mind this is the weakest spot in the printing business to-day. First, the management must enforce a strict observance of the hour costs, and by comparisons with job costs keep continual check on the estimator.

*Prices and Terms.*— A broad knowledge of conditions and a deaf ear to the apprehensions of the salesman are necessary in determining the proper per cent. of profit and terms of sale. Only the management is in a position to exercise proper judgment in these important details.

*Advertising.*— The business manager of a printing plant should possess a grasp of advertising principles that will enable him to pass upon, if not to dictate, the advertising of the concern. Especially he should not overlook the advertising value of imprints, and the possibilities in the firm's letters, labels, etc.

## FINANCING

*Credits.*—No more vital responsibility devolves upon the management than this detail, especially in the West, where the speculative element is strong. My favorite admonition is that for every \$100 the printer loses on bad credits he must do from \$500 to \$1000 business to make it up. The losses must come out of the profits.

*Collections.*—The wise manager will watch his accounts receivable with the utmost vigilance. He will also use systematic methods, which invariably prove more effective than haphazard "rustling" for money.

*Disbursements.*—To see that the concern's money is properly expended is often looked upon as a trivial detail. The successful manager will see that every invoice is properly checked for receipt of goods, correct price and extension. The matter of time of payment depends upon how long he has enjoyed the use of the Standard Cost System.

*Banking.*—To many printers this may sound like a joke. On the contrary, it is an element of your credit standing that every detail of your relations with the bank be accurate and punctilious.

*Insurance and Taxes.*—Too often the value of giving proper attention to insurance is not realized until too late. Fire insurance, with comprehensive inventory, liability insurance and workmen's compensation insurance, may any day assume an importance far out of proportion to the small effort and expense necessary to their proper condition.

## OFFICE

*Book-keeping.*—How sad is the story of the many businesses that fail through poor book-keeping! There is no more valuable asset to a business than clean, accurate, comprehensive books of account. They are the thermometer whose reading must be recognized above all other considerations.

*Cost Keeping.*—The business manager should be in intimate touch at all times with the cost records. The production reports and the percentage of productive time have a bearing on other departments of the business which must be recognized.

Accuracy is an essential that must be insisted upon, from the employee's entry to the final summary.

*Correspondence.*—Many people look upon the writing of letters as a disagreeable necessity, without thought of its real importance. There are advertising and sales possibilities in nearly all letters, and the management has within his power the turning of much of the expense of correspondence into profit.

In my last minute I wish to express the opinion that the one greatest element of successful management is system. Reduce everything possible to a matter of record; use printed forms, with precise routine

for their handling; buy filing cabinets and desk ticklers; put verbal instructions in the discard—write them; don't fill your brain with details that can be put on paper—give it an opportunity to think. (Applause.)

**THE PRESIDENT:** The next address on "Business Administration" is by Mr. J. C. McQuiddy, of the McQuiddy Printing Company, Nashville. Gentlemen of the Convention, Mr. McQuiddy of Nashville.

## BUSINESS ADMINISTRATION

J. C. McQUIDDY (NASHVILLE)

**MR. PRESIDENT AND GENTLEMEN OF THE CONVENTION:** My place on this program brings to mind the story of a western girl who once made application to teach a country school. Among the questions asked by the examining board, this one was prominent: "What is your position on the matter of administering corporal punishment?" Her answer was very much to the point. She said: "I take the boy firmly between my knees, turn him face downward and apply the treatment vigorously on both hemispheres." (Laughter.) She got the job because she gave the practical answer.

The subject assigned me, the time allotted, and the occasion all demand that I give you the practical answer.

The first essential to good financiering is to so manage your business that more comes in than goes out. The "ins" should be in the bank and not on paper. (Applause.) Often the proprietor of a business goes to his superintendents, salesmen and subordinates and they all assure him that he is making money and that his business is showing a handsome profit. For a moment he is self-inflated, but soon a day of reckoning comes: the proprietor must borrow a thousand dollars to take care of his pressing obligations! This is the way most printers make money—"on paper"—and not by having the "ins" in the bank where they can draw on them in the critical moment.

The office is the center and head of a well-conducted business. No print-shop can maintain the proper hour costs with an inefficient office management. Such management is largely responsible for too high hour cost in the bindery, composing and press rooms. As the spokes of a wheel all center in the hub, so every department of the print-shop draws its strength and vitality from the office. As the spokes are worthless without the hub, and as the hub cannot do the work of the spokes, so the office, the proprietor, cannot do the work that his foremen, that his workmen, should do. On the other hand, he should see that each one performs his proper function and does the work assigned to him. In a well-directed office the proprietor should analyze, he should deputize, and he should supervise. He should

know the capacity of his men. When he knows the capacity of his foreman he then should deputize to him the responsibility of carrying out the work assigned him. When he does this, then he has very little work in supervision. But he should be careful to know that the man is fitted and qualified for the work to which he assigns him. If he is not fitted and qualified for that work he may expect great trouble in supervising and directing his office. These self-evident truths being accepted, it certainly behooves every master printer to know his business from Alpha to Omega. He cannot stop the leaks if he does not know where they are. Neither can he stop them by trying to do all the work himself. The master's eyes are worth more than his hands. Many a master printer fails because he does too much detail work himself.

The selling end is a very important feature in every business. It is costing printers too much to market their product. Employing printers are holding the bag for too many *prospective* salesmen. For years they pay railroad fare, hotel bills, and a fair salary in the hope of getting it all back in the "sweet by and by." This is poor judgment and worse business. The proprietor loses money on a prospect for four years. The prospect at the close of the four years is earning his proprietor a little money but has lost him much during the years of his employment. Another master printer has his eye on this prospect, opens negotiations with him and agrees to pay him \$15 more per week. The salesman shakes off the dust of his feet against his former employer and leaves him to lament: "Man's inhumanity to man makes countless millions mourn." In the hope of making a profit in the far distant future, proprietors loan the salesmen their capital. If they keep this up it will not be long until capital and profit are both gone. A banker who is so anxious to loan money that he jeopardizes the principal to get the interest soon falls into the hands of Uncle Sam. A banker does not do business that way. But printers are so anxious to make sales that for good measure they give the salesman the principal and the profits. It is like this: An instructor invests his capital in a training school. He trains young men and pays them twenty-five dollars a month while teaching them. So soon as they become skillful another employs and pays them what they are worth. Soon the instructor has no capital. This is exactly what many printers are doing. Certainly, printers are philanthropic, but should not be to this extent. Gentlemen, we had better use a much abused home-made proverb and tell the "prospective" salesman that to-day, to-morrow and forever, "every tub must stand on its own bottom."

The successful administration of the printer's trade demands that each and every job show a reasonable profit. An excessive profit brings destruction to the printer the same as no profit. An honest printer may be asked to duplicate the same job. His fair and reason-

able price exposes the unreasonable charge of his competitor. A reasonable profit collected on each job never works disaster to either the customer or printer. A man has one hen on which he clears a cent a day; on 10 hens he would clear 10 cents a day and on 100 hens he would realize a profit of \$1.00 per day or \$365.00 a year. In an ordinary lifetime he would make a fortune. Most printers make a fortune the other way by doing work for less than cost. They appear to be crazy to do a big business regardless of the profit.

In our anxiety to get business we should not make uncollectable debts. A bad debt is worse than nothing. In all probability you will spend as much in trying to collect it as it originally cost to produce the job. To have nothing is better for your business standing than \$50,000 in bad debts. It is better to be robbed by highway robbers than to permit people who never pay an honest debt to bankrupt you. When robbed your bank may help you to start again, but never when you are bankrupted by bad debts.

A father gives his boy \$1.00 to spend as he likes. He goes to the city and returns home with a bottle of whisky. It would have been better for the boy to have been robbed than to have invested all his capital in something that is worse than nothing. A good collector is absolutely necessary to a successful business administration. When we collect our debts we are able to meet our obligations promptly and thus discount our bills. This gives us good credit with our creditors and with our bank. A man may not do much business, but if he is a good collector he will succeed. This is true of the doctor, lawyer, mechanic, butcher, merchant and the printer. I know a physician who never had a very large practice. He is not regarded as a first-class physician, yet he is a success in a financial way because he is a good collector.

No purchase should go through the house without the knowledge and consent of him who must pay the bills. If irresponsible subordinates make bills of which the proprietor knows nothing it will not be long until he is overwhelmed with sight drafts and statements of past-due accounts. A good business man will not permit bills to be made when he sees no way to pay them. Any well-managed business house should keep in close touch with all its customers. This enables the management to handle them judiciously and wisely.

Customers should transact business in the office and not in the different departments. Foremen and workmen are not hired to wait on the trade. A blacksmith is not expected to preach a sermon.

A pleased customer is usually a profitable one. Last, but not least, honesty, integrity and truthfulness should be the basic principles that underlie our business administration. "Honesty is the best policy." Honesty is sure to be first at the goal. Never discount your own integrity by giving your customer a dishonest deal. Such conduct is sure to bring you to grief. I am reminded of an incident: A young

gentleman told a young lady who was his prospective wife that on the following day, which was her birthday, he would send her as many roses as she was years old. She was twenty-four. Early in the morning of her birthday he called the florist by phone and ordered two dozen roses. The florist told his clerk, as the young man was a good customer, to add an extra dozen for good count. The young man was much surprised when he next met his fiancée. He had to do much explaining. A correct count will prevent misunderstandings and censure. Honesty, an honest count, a square deal, never lead to misunderstandings and never cause the printer to be censured.

I thank you. (Applause.)

THE PRESIDENT: The next subject on which we have addresses is "Credits." The first is by Mr. A. J. Brower, of the I. H. Blanchard Company, New York. Gentlemen of the Convention, Mr. Brower.

## CREDITS

A. J. BROWER (NEW YORK)

MR. PRESIDENT, MEMBERS AND FRIENDS OF THE CONVENTION: This is expected to be a boiled address. I was to boil it down. In view of the fact that we are limited as to time, I have not dared to trust myself to an extemporaneous speech, so I have committed it to writing. It is on "Credit."

The term "credit" covers both credit obtaining and credit granting. I judge that "credit granting" would interest you most, so I will confine my remarks to that subject. Even then I must again subdivide and omit more than a passing reference to the subject of collections.

Credit is distinctly a product of civilization and an evidence of progress and refinement. In the pre-civilization days there was no such thing as credit. If a man's neighbor had anything he coveted; he just went and took it by plunder, if he was able to. Later, when civilization advanced, the era of barter developed, which, however, involved no extension of time for payment, nor question of credit. Exchange was in kind — commodity for commodity — just as the small boys to-day swap knives. In uncivilized countries to-day the only means of exchange is barter, wherein so many beads or pieces of cloth or so much tobacco is demanded for so much ivory, rubber, etc.

Confidence is the basis of all credit. Especially in business dealings to-day men must trust one another. Our money, that is, bank notes and greenbacks, are merely promises to pay, and so long as we have confidence that they will be paid at their face value on demand, we are willing to accept them, and no longer.

The credit man needs to consider both the disposition of the party to pay to the last cent of his resources and to the last ounce of his endeavor, that is, his character, and the ability of the party to pay under all circumstances, usual or unusual, expected or unexpected, in prosperity or in adversity—yea, even in spite of himself, that is, his resources.

The credit man should be conservative enough to avoid undue losses and liberal enough to induce the greatest extension possible of the business.

There is more or less risk in all credit transactions, and to be able to discriminate wisely between the various degrees of risk is the task of the credit man.

If a credit man's business were simply to avoid losses, his course would be comparatively easy — he would simply refuse all accounts not considered absolutely good, and even then he would have some losses. Such a course would undoubtedly result in an undue rejection of a great deal of business that it would have paid to take, because the loss that would have resulted if they had been wisely selected would have been more than covered by the overhead burden already existing, which the additional business would have borne, to say nothing of the profits therefrom. The greater the percentage of the selling price, representing overhead expenses, the greater the need or wisdom of taking credit risks.

I know of no absolute rules, nor any hard or fast lines, which could be drawn to guide the credit man; for credit granting is a matter of judgment which must be arrived at by taking into consideration all the elements entering into the case and striking a balance between the moral and material questions. However, there are a number of so-called rules or practices which seem to guide the successful credit men and qualifications which they generally possess and which I believe we should carefully consider, and I will refer to them.

One of the first essentials for a credit man, particularly in a large business, is to have a thoroughly arranged system for taking care of the routine matters, which he could have some junior clerk attend to in a large majority of cases, so he may give as much personal attention as possible to the difficult cases. That, of course, can be carried to excess and remains for each to devise or adopt a system that will fit his business and not entail too much red tape. Time will not permit me to go into details in respect to systems.

A credit man should be a good judge of human nature. All of us know of many men we have trusted who were not worth a dollar and whom we could not have collected from if they had not wanted to pay, but we got our money and just as promised. On the other hand, I guess we all know some whom we have trusted, and who could pay, but who would not. Perhaps, you recall the testimony of the late J. P. Morgan to character when he was before the Pujo



Money Trust Investigating Committee. You will recall that he told of having frequently loaned a million dollars to a man who had hardly a cent in the world, whereas he knew many millionaires whom he would not trust much farther than he could see them.

A credit man should have a good, general knowledge, and preferably a thorough knowledge, of bookkeeping and accounting. He will be called upon so frequently to analyze statements of both assets and liabilities and profit and loss, many of which are designed to conceal instead of reveal. I knew a firm who hired a party, and paid him well, just to plan out a form of statement so it would conceal the real condition and look as good as possible under the circumstances. The statement, I presume, was so constructed that there were technically no actual misstatements. At times a personal inspection of a customer's books is necessary, and preferably should be made personally by the party granting the credit.

A general knowledge of business and corporation law is very desirable. One cannot always have a lawyer at one's elbow for every little thing and must assume the responsibility himself for passing upon a number of such things. There are times, also, when suggestions as to forms of guarantee or method of securing an account by some collateral need to be made, which, if carefully and clearly suggested, can be "put across," whereas if it were necessary to refer the matter to an attorney, requiring delay and suggesting law suits, the order might be lost.

Some of the most successful credit men are thorough analysts. They approach the question of credit by analyzing and learning all of the facts, probabilities and possibilities in connection with a credit. They weigh all of these well, because they need to be sure they know the whole story, especially that part they are not expected to find out. Sometimes this can be learned by being a good listener and encouraging the party to be verbose, leading him away to general topics, and unless the party is very much on his guard, if he is undeserving of credit, something is likely to be dropped that will give a clue to the credit man that will enable him to locate the undesirable circumstance.

Because of the close co-operation that should exist between the sales and credit departments, the credit man in the printing line should be well informed regarding all the branches of his own business. Among the questions he will ask himself are these:

Can we turn this job out at the price? Does it fit us so that we can turn it out without overtime costs? Is it the character of work that we desire to cater to, or is it something out of our line and liable to entail extra cost in the way of printing machinery and equipment? Is it the first order and may it lead to more and profitable business? Is the amount so heavy that it will burden us financially? Could we discount the note for the account if it can be put on that basis? What proportion of the order is shop work and what outside purchases on

which the profit is small and the contribution to overhead burden practically nil? All these and still more he will need to ask himself, and it would be far better if he could answer them himself, rather than have to take the time and depend upon the diversity of judgment and opinion of others.

The larger or more hazardous the credit risk, the greater the need for care and thoroughness in investigating. The first course in looking up a party generally is to get a mercantile agency report. Generally speaking, these are good and the printer should not try to get along without them; but he should not absolutely rely on them. It must be remembered that the agency relies for its information upon the statement, information and references furnished by the party himself. The references are, of course, friendly; every one has some friends, and the crook especially sees to it that he keeps some channels open where he can refer persons for a good report of himself. The agencies rarely go into a case as thoroughly as required, unless it is a flagrant one, but I have found them ready to co-operate and make special investigations when requested, and they were given the suggestions of where and how to get the information. Generally I try to learn a man's enemies, or who his particular competitors are, and to consult with some of them, and frequently I learn of some circumstances which quickly decided me to refuse the credit. One must need to be careful, however, to discriminate between the jealousy of the competitor, the vindictiveness of the enemy, and to decide as to the reasonable probabilities of the case.

In spite of all the caution and wisdom with which one chooses credit risks, there will be losses, and at times these losses are liable to be rather severe and frequently they seem to come in cycles. Against this hazard there has been devised a system of credit insurance. I have not had very satisfactory experience with it, yet I would not decry it, although I would not care to be understood as recommending it.

There are so many of the printer's prospective customers who are so financially weak that resort is frequently had to a guarantee for the payment of the account or assignment of collateral. I recommend that guarantee forms, assignments, etc., be approved by your attorney, as there are so many pitfalls and technicalities in the law that a slight change sometimes completely nullifies the expected coverage.

In the question of the guarantees, I would call attention to the fact that a guarantee should be for the payment of an account and not for the collection of an account. In the latter form you may be compelled, if the guarantor forces you to, to exhaust your remedies against the customer before you can proceed against the guarantor.

Endeavor, as far as possible, to insist upon signed statements. I know this is rather difficult to obtain and embarrassing to ask for, but it sometimes saves many an account, as a signed statement be-

comes a clear evidence of representations made, and if the statement can be proved false, a charge of obtaining money under false pretences can be laid at their door, and the menace of such a charge often compels the customer to pay an account that otherwise he would not pay.

Endeavor to enlist the hearty co-operation of the sales force. Generally I have found them very willing to co-operate and very conscientious in their advice regarding credits. One method that some houses adopt to insure this is to refuse to pay a commission on orders that are not collected. This would seem to insure such co-operation by the salesman in obtaining and reporting more fully to the credit department the salient facts regarding the customer, because he knows that if the order is not finally paid for, his sales efforts will have been in vain.

Just as the successful credit man will endeavor to prevent his customer from over-buying, so must he endeavor to prevent himself from over-selling. The amount, of course, that he may properly approve of varies in all cases, but in no case should the account of a single customer be sufficient, in the event of its collapse, to seriously cripple the business. We, all of us, like big accounts, but when they fail or leave us they leave the big holes. Some concerns restrict the amount of the sale to a definite determined percentage of their own capital, and also to a definite determined percentage of the capital of the customer modified by its rating; for instance, should their own capital be, say, \$100,000, the limit to one customer would be 10% thereof, or \$10,000; or in the case of a customer whose capital rating is \$25,000 with a first rating of credit, the limitation would be to 25% thereof, or in the case of the same capital with a second rating of credit, to 20% thereof, or the same capital with a third rating, to 10% thereof, and in the case of non-rated accounts, of which, unfortunately, the printer probably has a great many, to between \$500 and \$1,000, these particularly being watched very carefully and based almost exclusively upon the character of the applicant, together with the prospect of the venture.

Gentlemen, I thank you. (Applause.)

**THE PRESIDENT:** The next address on our program on "Credits" is by Mr. John I. Laney, of Buffalo. Gentlemen of the Convention, I take pleasure in introducing Mr. Laney of Buffalo.

## CREDITS

JOHN I. LANEY (BUFFALO)

**MR. PRESIDENT, BROTHER PRINTERS:** It gives me a great deal of pleasure to see you here to-day. I feel that we are one large family and come from all parts of the country. We come here to this central

convention, as it were, the parent, the home. We each represent a branch, our individual branch, which represents the capital that we have put into the industry, making as a whole the sixth largest industry in this country.

The subject of credits is very often a very dry one. The previous speaker has given you a line on the selling end of credits. I wish to draw your attention to, and get you interested in as much as possible, the plan on which credit is given to the printer and to other parties who buy machinery, paper and other things that we use as manufacturers. And remember one thing, that we get our livelihood from our industry. We buy paper as raw material; we make the finished product. There is no line of business that I know of that responds to profit quicker than our line if we manage our business correctly, properly.

I love the printing business. For thirteen years I have had a job shop in the city of Buffalo. We have in that city an organization where malice, jealousy, envy, strife, is eliminated. We recognize, as you all ought to recognize, that there are two factors for success. One of them is this: Your customer is your best friend, and your competitive printer is your brother. Now, then, we want to protect the capital that we have put into this industry so that it will not be impaired; consequently some of my friends, whom I don't know, thought they would send my name to Mr. Oswald in the spring and get me to give them a little talk on credits. I have given much thought to this subject in the past, and I hope I can give you a few words that will set you to thinking and be of some value to our industry.

In this brief talk on the subject of credits as they pertain to our business, I cannot dwell on the many points pertaining thereto in the time allotted, so will endeavor to bring forth a few important features which cannot be overlooked for the future welfare of our craft.

It is my belief that one of the vital issues to-day is the method in vogue of giving credit to the printer, and none other than the supply houses are to blame for the chaotic condition that has hung over the printing craft so long.

Have you ever given thought as to why your capital shrinks so rapidly when invested in a plant? What are the conditions? Gentlemen, we have no trade protection, absolutely none. Our industry, standing forth as one of the foremost in the country, has no protection from the machinery houses or from the majority of the paper jobbers. We are a "one line" industry. Our machinery is good only for one thing and one business; hence, all the more reason that we should have the protection of a large trade discount. Our equipment is not convertible. Most other machinery can be used for many lines of manufacturing; hence, it has a high value as second-hand machinery, thus reducing the shrinkage value, but ours — for printing only, it is not convertible.

It is the purchasing power of the printer that keeps the manufacturers busy. Withdraw this and their cost would go up considerably. You know it, they know it, and yet they sell or permit to be sold through the supply houses, whether to a printer or not, their goods at the same price, in so doing assisting as much as possible the easy establishment of private plants, all to the detriment of the printer who makes his livelihood in the printing business. This, gentlemen, is not right; it is absolutely wrong, and we should protest very emphatically against its continuance. The machinery and supply firms should endeavor to aid, not to destroy us.

Next to the machinery supply houses, come our dear solicitous friends, the paper jobbers. Where do they stand on the subject of credits? If you or they can tell me where, I would be most happy to know. It is an old story and we all know it, that when financial misfortune overtakes the printer, it is the paper house that is the heaviest creditor, and why? Because he gives no trade protection to the printer who meets his obligations, that they may have their money to conduct their business, but they sell the long-time printer at the same price as the prompt-pay printer. In fact, they abet and aid that class which continually do work at ruinous prices against the printers who conduct the business as it should be — on a profit basis.

The time has come when we must have a standard credit basis, one that will protect the industry and eliminate the practices that continually jeopardize our capital and have placed the business in a chaotic condition. We should object most emphatically to the supply houses recognizing every one as a printer with no capital and nothing to base credit upon. Can you find such a condition in any other line of business? We should have a limit placed upon the time given by the paper jobber, to discontinue the practice of their financing the printer. I take the stand right here, gentlemen, that if one printer should make a success of his business on a profit basis not having to buy the paper until he has sold it, after he has received the order, — if one printer, if a dozen printers, can do it, — there is no reason why the others should not do it, and if they were put on this settlement basis, it would keep them from over-reaching to try to do more business than they should until they have grown up to that standard. If the paper jobbers are going to continue this practice they should come out frankly as printers, for such they are when financing a plant; then the printers who do business on a sound basis would withdraw their patronage from such class of jobbers and give it to a straight jobbing house.

You all know the wrecks of the past, how their shops made it impossible to get the proper value for our product. You know in every instance the paper jobber was the heaviest creditor; you know the outcome: a plant is sold for 25 to 40% of its cost and generally purchased by people to experiment with the business. They never make a success.

Sometimes they are bought in on a working arrangement with the jobber to try to get something out of it for his loss. Who pays for this? You do. You who pay 100% full value for what you buy. You who have and are striving to do business right. You who pay your bills—you pay for the evils of these tactics. When a plant is sold under these conditions, your plant has decreased accordingly, though you paid full price. What we have paid 100%, full price, for new, goes under these conditions to some one else for half the value. Consequently our plant depreciates, because some one else buys a plant for half the value, and they go out and say that our investment is so much, and they cut the price, all because we have not had a proper credit basis from the people from whom we buy and a proper trade protection. Gentlemen, this is all wrong, and we must have it corrected. We have paid tithe long enough to this system. What we should have is at least a 25% trade protection from the machinery manufacturers, the plant supply houses, and the paper houses. This for printers only; none others should have it. It is our raw material.

When a private plant is to be installed, they should pay the long price; they should not be given the benefit of our volume of business. There should be a standard set, qualifications to be met, entitling one to be recognized as a printer. There should not be over 60 days for the settlement of paper accounts, and a sufficient cash discount for a monthly settlement that would of necessity spur the printer to avail himself of the discount.

The vital question is, Are we business men printers going to permit these conditions to continue, or are we going to join forces and have them eradicated? In taking a firm stand we help our weaker brother to get a better value for his product, and place him on a good financial basis. Remember, no jobbing house can afford to lose its monthly cash customers, and we have a right to have a square deal.

I have this subject much to heart, and regret I have not the time to dwell longer thereon, but remember,—

It is our industry we wish to strengthen and give an uplift to our fellow-printer. We do not ask the supply people to do something that will cause them any financial loss. We are more generous. We ask for terms of credit that will insure them the payment of their accounts and put the business on a firmer basis.

Gentlemen, we must have what is our right to have. We must shake off the lethargy that we have been bound so long with. I appeal to the delegates of this convention to so express themselves that our officers will know the whole body is at their backing to demand that which is our just due.

Gentlemen, I thank you. (Applause.)

**THE PRESIDENT:** The concluding address for the afternoon, on

"Credits," is by Mr. Charles C. Robertson of The Woodward & Tiernan Printing Company, St. Louis. Is Mr. Robertson present?

We find that Mr. E. R. Britt of St. Louis is to read the paper by Mr. Robertson. Mr. Britt, gentlemen.

## CREDITS

PAPER READ BY E. R. BRITT (ST. LOUIS)

Much will be said at this convention about uniform cost systems, and the necessity of establishing them in every plant. I am heartily in favor of a cost system, and can hardly see how a prudent plant can be run without one. But is it not just as important to know whether you are going to collect the bill based on this cost, so accurately ascertained? How can you afford a cost department or a factory if you do not maintain a credit department to determine how your credit shall be extended, and to collect the money to make up your pay-roll?

I have been managing the credits of a printing plant for twenty years, and I well remember the condition that prevailed in the old days. Almost every one in the office passed on the credits, and the members of the firm were especially jealous of their rights in this respect, so that a great deal of personal feeling entered into the extension of credit, and, as you all know in a matter of this kind, when personal feeling enters in, common sense generally leaves in a hurry. Now this state of affairs was changed for two reasons. The first was that profits gradually began to dwindle and all outlets for loss were more closely watched. The second was that the heads of printing concerns began to realize that it was far more dangerous to interfere with the proper extension of credit than it was to interfere with the method the foreman of their pressroom used in running his department. This is a day of specializing, and I maintain that the extension of credit and the collection of accounts should be centralized in one person, and that he should be held responsible and never interfered with.

The correctness of the firm stand in credit matters in the printing business has been clearly demonstrated during the recent slack times we have been passing through. Those houses which have extended credit carefully have been able by the prompt collection of their accounts to finance themselves, and through their ability to retain valuable employees have kept their plant in constant readiness for the return of business. It seems to me that this reason is not one of the least in favor of an inflexible, and at the same time sensible, course in extending credit.

When the Ben Franklin Club was formed I was enthusiastic about it, as it promised something definite in co-operation as we understand it in the National Association of Credit Men. My firm was one of the

charter members in St. Louis. At first I was somewhat disappointed, as all efforts seemed to be expended on costs and shop practices, and no thought given to whether it was safe to even charge the price that was finally obtained to certain people. But this state of affairs has been altered in St. Louis at least. We have an active and energetic Committee on Credits, and we feel that we have accomplished considerable along these lines. We publish each month a list of firms which and individuals who have proved themselves to be undesirable customers. The reason of their undesirability is expressed in code letters, known only to members of the club.

In addition to this list, we have encouraged members to call up the office and enquire in regard to new customers, and this sometimes develops the fact that a number of our members are being "worked" for sketches and ideas by the same person.

In this way we have made it very difficult for the "deadbeat" who used to wander around from one printer to another, stinging each one in turn. He now finds it very hard to discover a printer who is not prepared to ask uncomfortable questions.

There is also a feature of credits which is not always carefully considered, and that is the intimate relation that should exist between the credit and sales departments. As a usual thing there is some bad feeling between these two most necessary branches of the printing business, but this can and should be removed by a free interchange of ideas, and by impressing on the sales department, not only the necessity of building up a healthy list of customers, whose business can be solicited without fear of friction and incident annoyances to the salesman, but also the fact that it is absolutely necessary to charge up to the future prices which the salesman has to quote, the uncollected or bad debts. This feature is not explained frequently enough to the sales department, and I find that when this is done, it is readily appreciated by the sort of salesman you want to retain on your pay-roll.

Also, the fact that the securing of a customer who is financially acceptable to the house means a constant recurrence of orders, appeals with much force to the salesman who does not confine his thoughts to the sales of the past month, but who has in mind the building up of business he can secure in the future, with a consequent increase in his value to his house.

I have often been confronted with the statement that it is all very well for the big printer to refuse orders on account of credit, but that the small printer cannot afford to do this. I cannot for the life of me see how any one with a thought in his head can reach this conclusion, as it seems to me such a self-evident fact that if a big house cannot afford to carry "deadbeats," surely a small one is very much less able to do so.

There is one other thing that we have accomplished in St. Louis and which I think is well worth adopting all over the country. We



have selected an attorney to whom we send all of our local collections. These are registered in the club office, and all members are notified on the monthly list that accounts have been filed for collection against certain people. This scheme not only secures better but cheaper service, because of the possibility of bunching accounts against the same person or firm, but it also has resulted in our having a lawyer who is familiar with all printing terms, and can meet objections in an intelligent manner. This last point is, in my estimation, very important, and if this scheme was carried out in the different cities we could send our claims to the attorneys in these other cities with the certain knowledge that they would be handled in an expeditious manner, as the usual technical explanation would not have to be made.

It is hardly necessary to point out to you printers the impossibility of C. O. D. terms in the printing business, and yet you will find many printers getting caught on just such propositions. I tell you, we must develop a spine and have the good sense to insist on either time to investigate new customers, or else a deposit of at least half, with the balance payable on first delivery of goods, even if first delivery is only a single copy. This course is the one I have adopted for my house, and is the final result of over twenty years' experience in this line of the printing business.

Now there are many so-called shop practices that come under the credit or accounting department for enforcement, and are exceedingly important. Some of these are the refusal to advance cash for any customer for the purpose of buying stamped envelopes and postal cards and the proper refusal to surrender plates and dies that are the property of the printer, unless special agreement has been made to the contrary. These points, together with refusal to grant cash discount, should be maintained by every printer, if he hopes for ultimate success; and it is only by concerted effort that these rules can be enforced, for if one or two printers in the city waive them it makes it very hard for the others.

There is a great deal more that could be said on this most important subject, but as the program committee allotted only ten minutes to this paper, I think the rest of the time should be spent in discussion that will bring out facts that would be of great value to all here present. (Applause.)

**THE PRESIDENT:** Gentlemen, this closes the program for to-day. To-morrow we have a long but a very interesting program, and I urge upon you to be prompt in your attendance and to try to remain in the hall. A motion to adjourn is in order.

(On motion, the Convention adjourned till Wednesday, October 7, at 9:30 A. M.)

## SECOND DAY

WEDNESDAY, OCTOBER 7, 1914

The Convention reassembled at 9:30 A. M., President Courts presiding.

THE PRESIDENT: Gentlemen, the first address on the program this morning is on "Cost System in the Large Plant," by Mr. I. H. Blanchard of The I. H. Blanchard Company, New York. I am sorry that our attendance is not larger, because I know we are going to have a good paper.

MR. BLANCHARD (New York.) Thank you, Mr. President.

### COST SYSTEM IN THE LARGE PLANT

I. H. BLANCHARD (NEW YORK)

I shall endeavor in the ten minutes time allotted this paper to make more clear the necessity of a scientific cost and accounting system in every large plant.

The large printer to-day is the most magnificent gambler the world has ever known. He is a buyer, a producer, a seller, and a financier; and in each of these phases of his business he takes a hundred chances, where his brothers, the banker on the one hand, takes none, and the merchant on the other, takes perhaps ten. Our commercial agency statistics prove this, winding up with a summary showing that nearly ninety per cent. of the concerns in this country who start a printing business fail sooner or later. Based on this, the printer might well be called a 90 per cent. gambler, the remaining 10 per cent. giving him full credit for the concerns that manage to keep out of a receivers' hands.

In showing that a printer is 90 per cent. a gambler, I do not mean that he is so from choice, or that his chance-taking is directly connected with money transactions, but rather with the things in which he is obliged to invest his money.

For instance, he gambles in buying equipment which may become obsolete before it shows visible wear, due to the development of more efficient machines for doing the same work.

He gambles every time he employs a new superintendent or foreman, for the man's real knowledge may or may not be to his advantage.

He gambles every time he takes on a new workman, for the man's efficiency as regards quantity or quality can only be determined by a try-out.

And finally, failing to take into his reckoning all the costs of these uncertainties in his business, he takes a final gamble by meeting his competitor's price, who in turn is doing exactly the same thing, with

the result that sooner or later they are both swallowed up by that ninety per cent. industrial failure.

The printer's relative business worth is reflected in every banker's attitude toward him, for in making the printer a loan the banker invariably ignores fixed assets or permanent investments and loans only on quick assets and to the extent of about fifty cents on the dollar. Whereas, the banker will loan a merchant sometimes as high as seventy per cent. of his entire inventory and will take the securities of other banks at par.

The work that has been done by printers' cost congresses in the last few years has been something tremendous, and out of it is being developed certain principles that will ultimately constitute our Standard Cost and Accounting System.

In that work these facts have been established:

First. That no matter what a printer manufactures, the elements of operation always reduce themselves to the same three bases, i. e., labor, material, and expense, three identical factors in all accounting work.

Second. The accounting of investments and depreciation should be identical in every printing office.

Third. To secure uniformity of costs, repairs should no longer be charged to expense, but charged to depreciation.

Fourth. As labor, material, and expense constitute the unit of measure for costs of production, the total monthly value of these for any plant must be converted into actual inventoried assets each month.

Fifth. The "commercial operations" of a print-shop, covering all the costs of the selling department, with all the incidental expenses attached to the operation of that department, have absolutely nothing to do with production, or the cost of same; therefore, manufacturing cost accountings must be absolutely separate from the costs of "commercial operations."

Sixth. As costs divide themselves into two distinct phases, those which are direct and those which are indirect, these latter must in turn be absorbed into direct costs of production, and a careful department distribution of these expenses through controlling accounts in which the variables in factory *overheads* are distributed so as to make the costs of production uniform, is of the utmost importance.

Nothing will fool the management of a printing office more than the lump sum prorating of expense over the various departments by some arbitrary method, and I believe that the major percentage of failures of large offices can be attributed principally to this cause. The following instances will illustrate:

A large printer whose office was well reputed throughout the United States had for years used a common overhead percentage on direct costs as a total cost determining factor. It became necessary to make a thorough analysis of his business, and the proper depart-

mental overhead distribution was applied. Out of 40 long-time contract jobs, 20 were being sold at an actual loss, and 7 more yielded from none to less than 5% profit, with the result that nearly 70% of the business done every year had been profitless effort; yet on the basis of their own figures which spread the common overhead over both labor and material everything had previously shown a profit. The first year after readjustments of costs and charges were completed the net profits of the business increased over 112%. I handled that, gentlemen. It was in New York City, and it was not my own plant.

A properly handled cost and accounting system will show the earnings, or lack of earnings, of every individual piece of machinery throughout the plant, and will operate effectively against the over-equipment of a plant.

Cost accounting and industrial engineering experts agree that—

First. The entire investment of the industry must be active at all times in order to obtain—

(a) Permanency of organization that will give stability to labor and high efficiency through scientific management.

(b) Low cost of production that will insure the ability to meet competition and still make profits.

Second. The weakness of most concerns (and in this I would, from my own experience, place fully 95% of the printing offices with which I am familiar), is indefinite organization, without fixed administrative policy, and without complete and intelligent control of every manufacturing function. This weakness can be overcome by—

(a) Eliminating unprofitable jobs of all kinds.

(b) Making its sales force the servants of the manufacturing plant, and keeping the cost of maintenance and operation of that sales force separate and distinct from the manufacturing cost.

(c) Using cost and accounting methods, enabling the management to know the whole story of the business from hour to hour, and day to day, at a glance. Not at the end of a year, when an inventory is taken, but you need to know to-morrow, gentlemen, all the details of the business that was done to-day, if you are going to control that business.

(d) Developing a planning department, and obtaining working studies, time studies, and motion studies.

Third. With the foregoing details of the cost accounting worked out properly, the master printer is in a position to operate a plant on a schedule basis securing—

(a) Maximum output.

(b) High quality of output.

(c) Minimum cost of production.

(d) Ability to meet any and all legitimate competition.

(e) The earning and paying of satisfactory returns for the effort expended.

May the intelligent and earnest work of our craft during the past few years in developing standard cost and accounting methods be continued until through the continuous proof of excellence given by the financial history written by our large offices the banking and general mercantile world recognize practically "Typothetae Standard Cost" offices and models among the manufacturing industries. (Applause.)

**THE PRESIDENT:** The next address on the program, gentlemen, under the subject "Cost System in the Large Plant," is by Mr. H. P. Kendall of the Plimpton Press, Norwood, Mass. Gentlemen, I will introduce to you Mr. Kendall.

## COST SYSTEM IN THE LARGE PLANT

H. P. KENDALL (NORWOOD)

**GENTLEMEN:** Ten minutes is a pretty short time in which to outline anything on a cost system, and what I have to say will necessarily be pretty condensed. I divide it into two parts: First, Why do cost methods differ in a large plant from a small one? and second, What are the prime requirements of any dependable system in a large plant, and how does the system under discussion meet these?

I. Why do cost methods differ in a large plant from a small one?

Not because of mere size, but rather from the greater number of departments and the variety of operations in each. The Standard Cost System of the Typothetae is very satisfactory in a small plant, or in a plant of few operations rather, where it is sought to determine composition hours, press hours, job-press hour, or even, in a pamphlet bindery, bindery-girl hours; but when you multiply departments in a large plant, the one under discussion being a book manufacturing plant which has a bindery, steam and power plant, machine shop for repairs, carpenter shop for certain amount of repairs and other work, shipping and storage department for the use very largely of the publishers, and quite a large storage of sheets and paper for publishers, printed sheets, which may be carried on for several years, there is a complexity of departments where the simple cost system will not fit.

The second point is the element of what we call worked materials. After a book is printed, 50,000 copies from the press, 50,000 copies of illustrations, the composition of the plates is a finished job, the press-work is a finished job, and can be billed out. When it comes into the bindery those materials have added labor and other cost put on to them. They may bind 5,000 copies, may fold and gather a portion of the rest and sew some of the others. All of that worked material has a certain value. You carry it in stock at a certain value. Failure to have this under absolute control — an absolute accounting control

— is a very dangerous thing. Unless this is under clerical control the executive in such a diversified printing plant has no real control of his business.

A third point is, because executives in departmentalized plants exercise control more from the information furnished by accounting than the executives of a small plant. In the small plant the executive is largely his own superintendent; that is, he is close to his workrooms, he is close to the orders going through, he is right there most of the time and is in touch with whatever is going on. In the large plant the executive is dependent more on figures,—figures of efficiency, figures of cost, not the cost of the individual job, but the costs of operating, the costs of the auxiliary departments, and so on. Hence there is of necessity a more elaborate cost accounting, and a cost accounting which must be absolutely, to practical purposes, correct.

II. What are the prime requirements of any dependable system in a large plant, and how does the system under discussion meet these?

First, an accurate record and proper distribution of all labor, both direct labor to jobs and indirect labor in manufacturing or auxiliary departments. In the plant under discussion the cost system is simply a part of the system of management, system of giving out the work. A simple form of time ticket, such as this, with a separate column for work chargeable to the publisher or to author's corrections, is used; this series of forms in the composing-room, a similar system in the pressroom, an absolutely similar system, a little differently worded, for the bindery. These tickets are used to predetermine the work that is to be given out. They are arranged on a bulletin board, and the planning and routing of the work through the plant is done from tickets like these. They are stamped when the man gets his work; they are stamped when he finishes his job. Those tickets serve that purpose. If we had no cost system whatever, four-fifths of those forms would be in use as a part of the business. Now, then, when that ticket has been stamped in there and has served to give the man his job and record the time, it goes to the accounting department, and from it the payroll is made up. When the man has been paid off, those tickets are distributed by cost numbers. The total of a payroll of perhaps from \$5,000 to \$10,000 a week has to balance within 50 cents—which is the limit allowed for fractions—has to balance within 50 cents of what the payroll is. That is, the accurate record and proper distribution of all labor, direct and indirect, is the first important step in the accurate cost system, and by doing it in such a way it is absolutely proved by the books; it cannot get away.

Second, the centralized control of stores (or materials), and the proper assignment of jobs to the jobs directly or to ledger accounts. In other words, the stores department must be a department centrally controlled from the point where the work is given out, and nothing

purchased for the stores, nothing issued against jobs, no supplies issued in the auxiliary departments, from coal to elastics and pencils, but what is charged either in the auxiliary accounts to the proper ledger account or else directly to the job. Now, such stores issues, similar to these — here they are stores issues which are charged just like labor — are controlled by the ledger accounts, and they have to balance within but a very few dollars each month—can't get away. They have to go to the job or to the department.

Third, the centralized control of worked materials, and the cost of the work in process. Paper which has had work done on it and then is not completed, is a worked material. It may not be in the work-rooms; it is probably in a storeroom between operations. Printed sheets, for instance, are worked materials. Illustrations for a book are worked materials. You draw from stores, you do some work on it, you put it back into stores in the worked material department, and it has a certain value; that must be absolutely under the same control that the stores are. This is a feature that is developed more in book manufacturing plants than in commercial plants.

Fourth, the just distribution of the overhead burden, and here is the point on which all cost systems labor — the proper distribution of the overhead burden, done in a way which is practically efficient. That can be done in two ways: a percentage of the direct labor and machine hour rates. The machine hour rate is more accurate, and is practical where a department is simple, like a cylinder pressroom, or a job pressroom, or some department where all of the work has to pass through a similar class of machines. We distribute in our pressroom by machine hour rates. We distribute through the composing-room and bindery and other departments as the cost of the direct labor. We have proved it by the machine hour rates and found it sufficiently accurate for our purpose.

The point touched on by Mr. Blanchard is very important, that you should keep direct costs, labor, materials, etc., separate on your cost reports from the indirect cost of the burden. Furthermore, you must average your burden, so that the cost of a job done in a dull time, which is done in the same elapsed time, will show up the same as if done in a busy time; and to do it in that way we average the past twelve months' burden, and then in dull times there is an amount of that burden which is not absorbed by the orders. That will show you how efficiently your plant is running. If twenty-five per cent. of your burden is not absorbed by jobs in March and fifteen per cent. more than your burden is absorbed in April, you know that in April you are running over time and in March you are running only 85 per cent. normal capacity, and that excess and deficiency should show up every four-week period, or every month, to the executive, so that he knows exactly where he stands.

The fifth item, the cost of a job, is one phase only. Costs of operat-

ing, errors, and a very important item, rectification of errors, the cost of rectifying an error, is shown up in every department every four-week period; the administrative cost, the selling cost, the cost of auxiliary departments (such as power, shipping, stores, receiving, maintenance, machine shop, and so on), the work in process, the value of the work in process for manufacture; otherwise you cannot have an accurate profit and loss account; the value of your stores, and analysis of them, are necessary for the complete cost information of the executive.

And more than that, we believe that thirteen times a year is none too often to see your balance sheet, and our method, interwoven with the manufacturing method, is staple. It is permanent. It is not only easily proved, but it is proved by the whole accounting system every four-week period, and every four-week period there is the balance sheet, such as this, thirteen columns for assets, thirteen columns for liabilities. You can make a comparison back of your assets and liabilities. If your bank asks you for an accurate statement of assets and liabilities you have got it. In other words, the books of your business are closed thirteen times a year,—thirteen four-week periods,—so you get accurate comparisons. Unless the system is a part of the bone and fibre of the manufacturing there is danger that it will fall into inaccuracies, and that is the trouble with most cost systems. They are a system put in just for ascertaining costs, and are not hooked up to the rest of the business, so they are likely to get into errors and the executives lose confidence in them. Now, carry it one step more. All accounting results of a business should eventually be reproduced in graphic curves, so that a man has not got to sit down to analyze several sheets of figures—he can see them in graphic curves. And let me make this plea, that your cost systems should be absolutely controlled, a part of the business, so that they cannot get into discredit and get into inaccuracies.

Thank you. (Applause.)

**THE PRESIDENT:** The next address on the program in relation to "The Cost System in the Large Plant" is by Mr. E. L. Stone, of The Stone Printing and Manufacturing Company of Roanoke, Va. Gentlemen of the Convention, I don't believe that Mr. Stone needs an introduction.

## **COST SYSTEM IN THE LARGE PLANT**

**E. L. STONE (ROANOKE)**

**MR. CHAIRMAN AND GENTLEMEN:** My personal experience with a cost system has been in a plant employing from 175 to 200 people, operating 18 different departments or classifications:



Business Office  
Stock Department  
Hand Composition  
Monotype Keyboard  
Monotype Casters  
Linotype  
Stereotype  
Proof-reading  
Job Platen Press  
Job Cylinder Press  
Cylinder Press  
Harris Press  
Rotary Presses  
Ticket Presses  
Bindery A (Cutters, Folders, and Finishers)  
Bindery B (Small Machines)  
Bindery C (Girls, Table Work)  
Bindery D (Ruling, Art Department)

For ten years or more we have been operating under a very good cost and accounting system, evolved after spending thousands of dollars for experts.

The system improved with each year's use until it was in such shape that when Form 9-H was first sent out we were able to fill in the figures, although at that time we were not carrying in systematically a proper cost charge for rent (probably because we thought as we owned the building rent was not an item that should properly and specifically enter into the cost of production of printing), interest on plant, spoiled work, repairs to machinery, etc., these items being simply deducted as a total from the net profits, if there were any, at the end of the year.

But for several years now we have been operating under the Standard Cost Finding System, and I want to say to you that it has been most helpful and beneficial in every way, and I find that when we get the cost sheet for an individual job and see the total, we can with confidence feel that all of the items of expense of operation are included, and that the individual job is bearing its portion of all expenses.

We feel that our employees like the system, and we know the efficiency in all departments is greatly improved.

Records gathered give us facts which enable us to watch each department closely. It prevents purchases of unnecessary type, machinery, or unnecessary expenditures in any direction.

No manufacturer or printer wants to buy machinery that is not needed, and no manufacturer should want to sell machinery that is not needed.

Some time ago there was an appeal from our pressroom for another press. Our manager checked up the idle time on the presses in that

department, and found that the total idle time was equal to the average capacity of about three presses, and he very promptly said, "Before we buy any more presses we will reduce the idle time on those we already have."

Less than three months ago, we were considering throwing a press to the scrap pile, or exchanging it for a new press similar in style, etc. When we looked up our records as to the character and quality of work handled on this press when new, and ascertained the price of a new press, and what the manufacturer would charge to renew all the worn parts on the old press, we found that it could be made as good as new for several hundred dollars, with the result that it really is as good as new, and a day or two ago a complete job of 2,500 impressions (including make-ready) was run off in 50 minutes on this press that was about to be thrown out.

I just mention these things to show that with the Uniform Cost Finding System records are systematically kept and promptly available to guide and assist the foreman, manager or proprietor in reaching conclusions based on facts rather than on sentiment or theory.

All of us know that many printers, large and small, make their prices simply from the number of hours sent in by individual employees or department foremen, without being able to check up the hours or value of the hours. Many of them simply size up the job and make a price with the idea that "that ought to cover." But one ought to *know*.

Using the Standard Cost Finding System, it is a comparatively easy matter to ascertain the hour value of any particular machine, whether it be presses, type-setting machines, folders, stitching machines, or any other kind of machine.

When a machine's hour cost is known, it is easy enough to divide the quantity produced per hour into the hour cost, thus ascertaining the value of 1,000 impressions, 1,000 ems, 1,000 folds, 1,000 staples, or any other unit of production.

One of the most noticeable things to me, coming as the result of the use of the Standard Cost Finding System, has been the way it automatically brings records, data, cost and efficiency percentages, and all information of this character, to a central point where it is readily available for use in guiding the foreman, manager, estimating department, or the proprietor in reaching a conclusion.

There is no longer the helter-skelter and indiscriminate hunting for or guessing at facts, or the uncertainty as to the outcome, with the result that that whole plant moves along smoothly and methodically. And jobs or contracts are completed with infinitely less personal bother and worry on the part of those engaged on the work or those in authority than was ever conceivable under the old methods, or rather lack of methods.

One does not have to work so hard or so long, nor worry so much;

and at the same time, the use of the system makes it possible for the business to yield a financial return that rarely, if ever, obtained in the old way.

In conclusion, my experience with the cost system suggests that I would no more attempt to run a large printing office, or any other kind of office, for that matter, without a cost system than I would without type, or presses, or machinery of any kind. In fact, if I had to run a printing business without one or the other, I would certainly give up some of our machinery before I would give up the cost system. (Applause.)

**THE PRESIDENT:** That closes the addresses on "Cost System in the Large Plant." We will now take up "Cost System in the Small Plant." The first address is by Mr. F. M. Acton, of The Frank M. Acton Company of Philadelphia.

### COST SYSTEM IN THE SMALL PLANT

F. M. ACTON (PHILADELPHIA)

**MR. CHAIRMAN AND GENTLEMEN:** There can be but one reason why the product of a small printing plant is sold at a low price. It isn't because the proprietor is not as anxious and willing as anyone else to make a profit, but because he is manufacturing an article to order, and selling it without knowing its cost. Some years ago there was an excuse for this condition, as it was not generally known how to ascertain cost in a printing plant, and few plants were attempting to operate a cost system. To-day it is really hard to keep from installing the U. T. A. system, because every printer who is operating one wants to help the poor devil who isn't.

One of the perplexing things in connection with a cost system is so much talk of overhead expenses, and we were nearly as ignorant as the printer who said he did not have any overhead expenses, because he used friction drive motors for all his presses.

It is hard for the printer to understand who is running a few job presses, paying a boy possibly \$7 a week, or about fifteen cents an hour to feed one, how you can possibly think that it costs sixty-nine cents per hour. He perhaps does not know that overhead expenses mean a share of the proprietor's, bookkeeper's, compositors' and pressmen's salaries, rent, insurance, interest, depreciation, bad debts, advertising, ink, rollers, oil, rags, tympan, proofing and wrapping papers and twine, ice, soap, towels, carfare, expressage, postage, office supplies, stationery, and exactly fifty-seven other varieties which he daily pays for but does not get charged in any direct way to the individual or hour cost. Is it any wonder, then, that he cannot make money by leaving all of these numerous articles out of the cost

of the job? And that is exactly what we have all been doing without the cost system.

No person with a normal mind would repeatedly buy an article for \$5 and sell it for \$4.75. Any printer operating a cost system will find the way to sell his product above what the cost sheet shows. Because he did not know that it cost \$5 is the reason he sold the job for \$4.75.

In your composing-room a cost system will in a year make you more than the cost of installation, by showing a greater percentage of chargeable time, and if you have enough courage to charge for authors' corrections you can get enough extra time on this item alone to afford a good vacation next summer.

Briefly, some of the good things our cost system did were to give us the courage to charge for corrections and alterations; to show that we had a loss of \$300 in one year on ink alone by attempting to charge it directly to the job — now we charge it as a part of the press-room expense; to eliminate waiting time of the pressmen because forms were not corrected before sending to press; to show it was cheaper to have enough material to work with than to pick live forms; to put the wash-up time on the customer (where it belongs) instead of on the printer; to prove that the hour cost in our composing-room was over \$1.45 when we were selling it for \$1; and, best of all, to convince us that we must get more money for our product. Thanks to the cost system we did.

As a nerve tonic a cost system beats Hood's Sarsaparilla, because you take it, and it helps the whole shop. It gives greater efficiency, and at smaller cost, in both your composing-room and pressroom. It shows you that the job presses you have running at 1800 an hour barely average 1000; that the little daub of ink that you charged ten cents and thought it all profit, actually cost you twenty cents; that the half-tone job you estimated three hours make-ready really took five. It will show you all of these things day in and day out; and more, it will show you why you are not making a profit, and how to make one; but after you are shown it is up to you to act: you must have the courage to sell above what your cost sheets show.

It is not any trouble to run a cost system in a small shop. You can keep your time records in the simplest kind of a manner; the main thing is to see that you get all of the time accounted for. The principal thing that will start you in Rockefeller's class is the proper distribution of all your bills, including pay-roll. This doesn't mean much extra work; it is simply changing your methods. In many shops half an hour a day will run it. At the end of the month a little extra time to make out your profit and loss sheet on Form 9-H, and you have your hour costs for the month for composition and press-work, and if they are higher than you expected you will see that per-

haps for the first time they have had added a share of all the expense you had for the month.

Some printers say: "I am charging all I can get now; how would a cost system help me?" I want to cite a case of a printer with three job presses, who joined the Typothetae and installed a cost system. He was nearly down and out, and was trying to build up a business on \$1.50 per thousand for letterheads, envelopes, cards, etc. Of course, when he commenced operating his system it showed a loss. He came into my office one morning with a lot of his charge sheets; without a single exception they all showed a loss from 50 cents to \$2.50 and up. He wanted to know what was the use of keeping a cost when none of the charge sheets would show a profit. I had him promise me that he would keep his system and run his charge sheets exactly as he was for two months; at that time it would be possible from the data he had accumulated to give him a plan which would help him. At the end of the two months he reported. His first words were: "I can tell you the plan. You thought that if I could see every charge sheet going through my plant show a loss I would find a way to raise my prices." He was right; that was the plan. And his parting remark was: "I am going back and I am going to raise the prices, even if it busts me, for as it stands now I can make more money working for some one else." Fourteen months later he telephoned me this message: "Acton, I want to thank the Typothetae and you. There is a substantial balance in my bank account, not a dollar of debt over thirty days old, a lot of new equipment and all paid for, a brand new office and fixtures, of which I am proud." I asked him just one question, "What did it?" He replied: "The knowledge I obtained from the Typothetae and the cost system."

Gentlemen, I thank you. (Applause.)

**THE PRESIDENT:** The next address on the program is by Mr. Eugene L. Graves, of Norfolk, Va. Mr. Graves, gentlemen of the Convention.

## COST SYSTEM IN THE SMALL PLANT

EUGENE L. GRAVES (NORFOLK)

**MR. CHAIRMAN AND GENTLEMEN:** Coming from a city of small plants, and few cost systems, where I take a great deal of interest in organization work, and where I am almost daily held up to listen to one printer cuss another's rotten estimating and cut-throat methods on some particular piece of work, only a little later to meet the cussed and find him just as vehement in his denunciation of the cusser about some other piece of work, I have listened to the fifty-seven or more varieties of excuses for *not* installing a cost system, not one of which

would bear the test of experience of the hundreds of small plant proprietors who look the system side of their business.

The average small plant proprietor looks upon a cost system much as Mark Twain's steamboat with its 3-foot boiler and 6-foot whistle. The little fellow, having everything to do from getting the job to getting the money for it, feels that if he starts keeping a cost system everything else is going to stop, like one of our craftsmen who when asked how his new system was coming along, enthusiastically replied, "Fine!" "Well, how is business?" "Oh! I don't know; you see, it keeps me busy all the time running the system." An expert accountant unloaded something like this on me once. He wrote a beautiful hand. I keep one of his books as a souvenir of the occasion. That book cost me just a little more than one hundred dollars. But men, this is not system. Anything that proves burdensome beyond its returns is not system: it is red tape.

There was no system in the printing business until the advent of the Typothetae standard system. Let me say right here that its devising alone is a monument that any man or set of men might well be proud of. It has done more to put the printer on a business basis than all other agencies combined. We should honor those self-sacrificing members of our organization responsible for it. (If you don't think the printer needs to be put on a business basis ask our good friends, Mr. Dun and Mr. Bradstreet. Even with the glowing reports we give them they say only twenty-seven in a hundred of us are worth three hurrahs in hades where credit is concerned.)

I have seen this system used in a plant employing one man; I have used it in a plant employing fifteen men and have observed it in all the intermediary stages. I have yet to find one proprietor who has used his system intelligently to whom it has proved a burden—who would think of discontinuing it—for whom it hasn't made more money than any similar amount of effort expended.

I don't know how many small plant proprietors there are before me who do not keep a cost system. But did it ever occur to you that you are very much in the position of a torpedo boat, one of the mosquito fleet, the little fellows, loaded with deadly explosive, manned by a green-horn crew of land lubbers, going forth probably with the best intentions, but a lack of knowledge that is sure to work the destruction of somebody, more likely yourselves. For ignorance must be paid for by some one no matter where it occurs; and if you don't get it direct, remember that while the other fellow's loss may be a long time in reaching your pocketbook, it reaches there just the same.

But I hear you say, "I am making money and don't see why I should bother my head with the work of maintaining a cost system." Does it ever occur to you how much more you would make by having before you in black and white the history of every piece of work that leaves your plant? An opportunity to shave a little time off this or

that operation, to speed a laggard workman who was laying down on the job, to find why that small press running at two thousand was producing but one thousand or twelve hundred, why that big job that looked so "juicy" to you was really affected with "less profititis," and that the two or three small jobs put through with little or no effort had it "skinned seven ways for Sunday" on the profit side; these and many others are the things the standard cost system will show you. Don't you recognize in them the signboards to success? Will you refuse to heed them? The Cost Commission has placed these signs before you in such shape that the babe in business cannot fail to understand their import. If you fail to heed them, as our business becomes better systemized it will be to your own destruction. They stand out: on one side knowledge, efficiency, profit; on the other, ignorance, inefficiency, loss.

And as a last thought. The cost system creates a standard under which large and small may rally in a common cause, breaking down many of the barriers of misunderstanding and harsh criticism, and inculcating a spirit of friendly intercourse, which, as William Matthews has stated, "is after all a man's best teacher." "Know thyself" is an excellent maxim, but even self-knowledge cannot be perfected in closets and cloisters, nor amid lake scenery or on the sunny side of the mountains. Men who seldom mix with their fellow-creatures are almost sure to be one-sided, the victims of fixed ideas that sometimes lead to insanity. (Applause.)

**THE PRESIDENT:** The next subject on the program is "The Bonus System." The first address is by Mr. A. M. Glossbrenner, of Levey Bros. & Company of Indianapolis. Gentlemen of the Convention, Mr. Glossbrenner is another member who needs no introduction. (Applause.)

## THE BONUS SYSTEM

A. M. GLOSSBRENNER (INDIANAPOLIS)

**MR. PRESIDENT AND GENTLEMEN:** It is the prevailing custom in the printing business to pay our workmen weekly a fixed sum of wages for an agreed number of hours worked, the result of this system being that the workman has no other object in view at the end of the week but waiting for the clock to strike or listening for the ringing of the bell which is the signal that indicates he is to receive the wages for the time he has put in and this without any regard whatever as to what has been accomplished.

It is very evident that but comparatively few of our employing printers are producing on an average per man or machine what they should; and, too, it is very doubtful if but few of them know what

the normal producing capacity of their plants is. That the production is not greater than it is does not appear to me to be altogether the fault of the workman but rather the result of this weekly wage system.

It seems to me that the greatest drawback to the weekly wage system is that it stifles individual effort and reduces production, as well as the average wages, to that of the poorest workman.

The proper wage system has an important bearing upon economy of production in any manufacturing plant and the fixing of reasonable tasks for workmen and the making of schedules for machines will have a decided effect upon the compensation paid employees.

If you can give a man a definite task to perform so he may see the end expected, you can create a new spirit in him, and if you promise him something additional for performance this will surely arouse his energy to do his best. It is akin to the athletic contest in the prize to be won, or like a game of golf when one is continually trying to beat his own record: there is the personal satisfaction in accomplishment.

In whatever line of endeavor an individual may engage, the thing that spurs him on to put forth his utmost energy is the ultimate reward to be secured.

In business, the thing we call profit is the incentive that beckons us on. It is this that causes us to expend our last ounce of strength and risk our capital. If this be the motive that inspires the employer, does it not look reasonable to believe that a similar incentive offered the workman may stimulate and encourage him to greater effort?

You do not get the best there is in a man by attempting to drive him, but to encourage him to produce more you must first seek and secure his co-operation; then by rewarding him for increased effort you will secure a loyal and satisfied workman.

The question then is, How are we to provide the incentive to greater effort in our endeavor to improve the operative conditions in the printing business? From my study and experience the bonus system of compensation appears to be the most satisfactory method of reward for the workman as well as for the employer.

I believe the solution of our problem lies in the application of the bonus system to the printing business; a bonus is simply a premium or an extra compensation paid the workman for the performance of a given task. The bonus system may be easily applied to most any wage basis that is used and I consider it more effective than the piece-work system.

The introduction of the bonus system involves first the most careful investigation of the details of the work to be undertaken in order that a decision may be reached as to the best way and the shortest time it requires to complete the task.

This careful study is primarily necessary because in beginning to



apply a bonus it is extremely important that permanent fixed rates should be established and it is most important that these rates should not be arbitrarily reduced; likewise we must so assign the work of each individual that we have accurate records of his work. This is not only encouraging to the man but he has the sense of being given a square deal, based upon his own effort.

In attempting to apply the bonus system to his plant the printer should remember that he can seldom delegate the job satisfactorily to another; it requires his personal and continuous attention. He should have careful records kept of workmen's experience and use this as a basis for determining the bonus he can afford to pay.

There are several ways of paying a bonus. Probably the easiest way to begin is to take the schedules of operations, based upon the time that is calculated in our estimates used in determining the selling prices, and pay a bonus for all the time that is saved in the operations.

It has been tried in some instances by paying the bonus, in addition to the regular daily wage, of 25 cents or 50 cents per day to each workman who performs in any day all the work required of him.

Another method used is to pay the workman an extra sum for the amount of time saved for a specific period, preferably a month.

There are several reasons for paying the bonus monthly in a lump sum, one of which is that the amount accumulated is larger and thus has a different meaning than if it was paid at the end of each week in lesser amounts.

This monthly plan of settlement also makes it possible to charge all losses of failure to produce, as well as spoilage, against the bonus. This has the effect of making the workman more careful when he realizes that he is to suffer a loss on account of his own errors and lack of effort.

While the bonus system will be attractive to the workman, if he can earn from 10% to 25% extra, it also has its advantages for the employer in both busy and dull seasons, since it automatically increases the pay of the workman when business is good and likewise reduces the pay, without argument, in the dull season.

When inaugurating the bonus system it will also have a salutary effect if the foremen of the departments, as well as the superintendent, are offered and paid a consideration for efficiency. The effect here will be that the foremen especially will give closer attention to the inefficient workman and either he is made to improve or his services will be dispensed with.

Another result of the bonus system is that the workman will require less supervision, and since the amount of supervision required must ultimately be paid by the workman in some form, as it decreases the wages will advance and his value to the concern increases.

If you wish to introduce the bonus system it is very easy to make a test of results by carefully selecting a pliable man, first looking up his

records to see the average time he has taken to do a specific thing; then, using this as a basis for an average day's work, propose to him that you desire to give him a better job. When you have decided the task to be performed in a day's period of a certain number of hours, inform him that when he has accomplished this work, regardless of the time of day, he will be at liberty to quit for the day and receive his full day's pay. You lose nothing by this method, since you have received as much work from him as in the past and he has gained the extra time to do with as he pleases.

Having tried this out for a sufficient length of time to make the demonstration, then fix a fair day's task and propose to him thereafter that instead of having the idle time you are willing to pay him for the time. The same experiment may be tried, using the weekly basis if preferred, thus allowing the time gained by the workman to be secured altogether instead of receiving a portion of it each day.

There are many other ways in which to make tests that will occur to those sufficiently interested, but the time allotted me does not permit of going further. Suffice it to say to those who care to go deeper into the subject that they may do so to good advantage by resorting to the "Works Management Library" issued by the Engineering Magazine of New York, some of these works being:

Principles of Efficiency — Harrington Emerson.

Profit Making Management — Carpenter.

Modern Organization — Hine.

Work, Wages and Profits — Gantt.

Scientific Management — Frederick W. Taylor.

Also you will find some valuable data in a set of pamphlets issued by our U. T. A. School of Printing upon the subject of "Cost Accounting;" one of these in particular (No. 2, Lessons 4 to 7) contains a digest of several of the principal wage systems that have been successfully used. I have secured a few copies of this pamphlet from the school; the Secretary is supplied with them, and any member desiring a copy can secure it by applying to him.

There are doubtless some other works upon this subject besides those enumerated, but those mentioned will keep any one who may be further interested busy for quite a while.

In conclusion, it has been the general experience wherever the bonus system is applied to decrease the cost of production, increase the wages of employees and improve general working conditions.

I thank you. (Applause.)

#### A RECORD REGISTRATION

THE PRESIDENT: Gentlemen, I would like to have the attention of every member for just a moment. I have before me here a piece of paper that gives me a great deal of pride, and it should appeal to the

pride of every member present. Our registration shows a total of 1345, the largest on record. In this connection, I would like to say that every visitor attending the Convention is expected to register, whether he is a member of the Typothetae or not. The registration room is still open.

The next address on the program is by Mr. C. A. Lick, of Weldon, Williams & Lick, Fort Smith, Ark., on "The Bonus System." Gentlemen of the Convention, Mr. Lick.

## THE BONUS SYSTEM

C. A. LICK (FT. SMITH)

GENTLEMEN: In being invited to talk on this, what I consider very important subject, I feel particularly honored in the fact that now, since the Typothetae has the cost system well under way, I believe that the question of scientific management of efficiency in every plant in the United States will probably be the next big question before this body.

It is a pretty hard proposition for me to follow a talk like Mr. Glossbrenner has made you. He has covered the bonus system, I consider, very thoroughly, although it may be possible that I can say a few things in a practical way of illustrating the bonus system that may be understood a little bit better.

Of course I think you will all recognize that the object of a bonus system is primarily, if not almost exclusively, to create efficiency. The word "efficiency" I think in a great many cases is misunderstood. I know that it was by me, until I looked it up in Mr. Webster's dictionary and found out what he said about it. He gives the definition of efficiency, if I can get at exactly just what he says about it, as the power of producing the effect intended. That is the wording that he puts down for the meaning of efficiency.

Now, the question is, What is the effect intended in a printing office? Is it quality, to see how near perfect we can get out every piece of work; or is it quantity, to see how much work we can turn out, regardless of the quality? I don't think either one of those by itself would be efficiency. The effect intended, of course, in every printing office I believe is to turn out as much as near perfect work as possible in the smallest given time, so that naturally leads up to how to create that efficiency. We will all grant, I guess, that quality is the foundation upon which the superstructure, quantity, should be built, but there is not much use of building a foundation unless we are going to put something on top of it, so that the question comes, How are we going to get out more perfect work? and this I think would lead up to the bonus system.

We will take for granted that your efficiency engineer, who, by

the way, might be the proprietor of a one-man shop or might be a college graduate at \$10,000 a year (still he could be an efficiency engineer just as well), knows quality when he sees it and insists on seeing quality in every piece of work turned out. We will also take for granted that he has had furnished every appliance, tool, light, heat, bodily comfort, and everything to produce quantity. If he has done all these, the next thing is to induce the workman to turn out more work, to turn out good work and to turn out more of it.

If you will pardon me for using a comparison between an animal and a human being, I believe that I can show that the bonus system is in effect in pretty nearly every walk of life, in everything there is in the world to-day, so we will take the proposition of a race horse. Take Dan Patch as an example. I think Dan Patch's record is somewhere round two minutes, or a little less probably. Now, it is no more work for Dan Patch to pace a mile in two minutes than it is for another horse to pace a mile in three minutes, or another one still to pace it in five minutes. The strain is no more on Dan Patch; it is just as easy for him to do it as it is for these other horses to pace it in three and five minutes. Now, where the bonus system is shown there is the value of Dan Patch. Dan Patch I expect would sell for, we will say for an example, \$100,000; the 3-minute horse would sell for \$10,000; the 5-minute horse would probably dwindle down to about \$1,000. There is your bonus system. Dan Patch brings \$100,000 against the slow horse's \$1,000. I don't know very much about the cuisine of a horse, but I will venture to say that Dan Patch gets a better grade of oats, gets more of them, gets more rubbing-downs, than that \$1,000 horse does. That illustrates the bonus system there. Dan Patch had both quantity and quality, so he was worth \$100,000 to the 5-minute horse's \$1,000.

I believe this is about enough of an introduction on the efficiency side of the bonus system. I am not much of a believer in a piece system, but like Mr. Glossbrenner, I do think that a poor workman should not be paid as much as a fast workman, and I think that the speed of a workman, in the composing-room or pressroom or any place else, like that of the race horse, can gradually be increased. Nobody believes that Dan Patch the first time he was put in a sulky could make that two minutes. If his speed was increased by proper training, I feel that the speed of every employee in a print-shop can also be increased by proper training, scientific management, or efficiency management, or whatever you want to call it—the proof of management.

I am going to tell you our experience in a comparatively small shop with the bonus system for a year and a half. We started in, I think it was a year ago last June, and we first kept records for about a year in the pressroom, which we could not have done, of course, if we had not had a cost system: we would not have been able to have

gotten those records. We finally settled on a task of 700 an hour on platen presses. On auto presses, of which we have three, we made the task 1250 an hour, which was a little mistake and we have increased it to 1500. That task, gentlemen, is on a pay-roll hour, not a running hour or make-ready or chargeable hour—that has nothing to do with it; it is the number of hours a man puts in. He may earn a bonus in five hours of his work with us, or he may be there a whole month and earn a bigger bonus; he may not earn any bonus at all. It is a good deal according to the condition of work and how business comes in. We have a system under which we charge them with penalties. We penalize them for every bad sheet they have got in there, every finger mark that they have on there. We have a sheet that goes along with each tracer that we call an identification sheet; each man that handles this piece of work must put his name on there, and the operation that he performed. We have a little yellow press sheet that each man gets in the morning, that has the number of impressions on it. This press sheet is checked up at night by the foreman, checked up from the counters on the presses, and it goes down into the business office and is checked up on the cost system time sheet; so we have a double check on it. But in addition to this record that we keep we insist that each man must keep a record himself, so we furnish each workman a little folded piece of tagboard, similar to a bank pass book. He must keep that record up just the same as it is kept down in the office, or to the best of his ability. Then on the fifth of each month we pay them whatever bonus they make over this task. On the platen presses, at eight hours a day and 700 an hour, a man would have to make 5600 a day to make his task. He may lose to-day, but to-morrow he may come in with some big runs, and he may make up for that. That is the reason that we make a turn-out at the end of the month. We have paid boys on the auto presses this summer—there is one operator there that averaged \$26 a month bonus for three months, and we feel like we never paid out any money in our life that we got better results from than that, because he undoubtedly turned out the work and made the money for us.

I don't believe that there is anything else that I can say in this ten minutes that would go any deeper into the subject, but my advice to anybody that wants to start a bonus system, and I believe eventually everybody will have a bonus system of some kind, would be to be very careful before starting this system that he does not get it wrong, because, as I told you a while ago, we set our task on the auto presses at 1250 an hour and found it was too little, and had to increase it to 1500, which made a little dissatisfaction in that department. So my advice would be to study it out thoroughly for a year or so, and be sure that your task and your system is correct before you start it.

Thank you. (Applause.)

THE PRESIDENT: The next subject before the Convention on which we will have addresses is "Cultivating Good-Will among Employees." The first is by Mr. F. A. Curtis of Detroit, whose paper will be read by Mr. Edward N. Hines. Gentlemen of the Convention, I take pleasure in introducing to you Mr. Hines of Detroit.

MR. E. N. HINES (DETROIT). Mr. Chairman and Gentlemen: I am subbing for Fred Curtis of the Curtis Plant.

## CULTIVATING GOOD-WILL AMONG EMPLOYEES

### PAPER READ BY E. N. HINES (DETROIT)

The Program Committee has asked me to tell about the "Get-Together" association in our plants.

Inasmuch as this association was organized and managed by employees, I have requested the president of the "Curtis Get-Together Club" to write of the organization from his viewpoint.

It may be of interest to you to know that the first president of the association was one of our compositors, and the president elected for the ensuing year is one of our advertising men, elected to the office of president for this year in recognition of the interest shown and the excellent constructive work of the past season. Here is what he has to say of the club work:

### THE CURTIS "GET-TOGETHER" CLUB

The very first essential of any successful "welfare," "mutual benefit," or "educational" movement, such as is represented by the Curtis Get-Together Club, is the interest the employees take in it. This work cannot be arbitrarily imposed by the management. It must spring from the desire of the employees themselves. The management indeed can perhaps initiate an organization and do much to develop enthusiasm. In the long run, however, the work of running the club must fall on the shoulders of the general membership.

The success of the Curtis Get-Together Club is found in this very fact. There was an expressed desire and a common realization throughout the two plants of the necessity and desirability of really getting together, hence the name.

As formally stated in the constitution, the object of The Curtis Get-Together Club is "to promote better acquaintanceship among the members, to discuss matters of interest in the daily work, to promote individual and collective efficiency, and to discuss newer and better working methods."

Of course, this formal statement means little unless viewed in the light of the conditions underlying it. The Curtis Get-Together Club originated fundamentally in a desire to attain maximum personal efficiency, and to improve the product of the plant if possible.

There seemed to be a realization that the product of The Curtis Company was the result of combined effort, and was, when it was completed, a unit.

In the natural course of business, however, any piece of work has to go through various departments, from the business end down to the bindery, each department adding its little touch and altering the work either to its benefit or its harm.

Naturally, with work passing through a plant in this manner, little deviations are bound to result before the work gets through the place unless everyone has a thorough interest in the completed product, a thorough realization of the purpose of work, and a sense of responsibility for the finished job.

One man, whose responsibility begins at one point and ends at another place, is too apt to be contented if his own particular part of the job puts him beyond criticism, or if he has a sufficient defense, or can possibly shift blame to some other quarter.

On the other hand, if the entire organization feels its unity and its individual responsibility, and thoroughly senses the importance of the work, the job that results will realize the ideal in mind at the start.

This is the business side of the situation and the real reason why the management should be interested in such work as this. There is also, of course, the better work that inevitably results where there is a strong *esprit de corps* and a personal interest in the product of the concern.

In noting the advantage to the management, however, too selfish a view must not be taken. If it is, it defeats the success of such work altogether. Great care must be taken to consider the interests of the employees, even where they do not definitely coincide with those of the concern. In a concern where there is an absence of this "get-together" spirit and where departmental lines are so rigid that employees cannot see anything beyond their own particular work there is too apt to be a rivalry that is exceedingly detrimental to the firm's interest.

Since the "Get-Together" Club was organized a strong spirit of co-operation has been manifest throughout both the American and Canadian plants. When one man sees something that strikes him as wrong, or questionable, he does not hesitate to query it and go to the proper party for his information. In this way, mistakes are caught before it is too late, and by the time a job has passed through all the departments it is pretty certain to come out correct.

This is the result of securing employee co-operation to the fullest extent. There is a positive side, however, as well as a negative. When a man has a real vital, personal interest in the plant and its products, the creative elements in his brain are at once stimulated. He sees possible improvements in arrangement, equipment, or in the quality of the work in one way or another, and does not hesitate

to make suggestions. Of course, probably ninety per cent. of these suggestions, coming, as they do, from inexperienced minds with a limited viewpoint, are of little value. Enough exceedingly valuable ones come to be well worth while.

One of the greatest benefits of this work is in the matter of education—the education of employees in better personal methods and also in the operation of the business as a whole.

A man, of course, is bound to perfect himself more or less in his own particular line in the daily conduct of his routine work. But, after all, there are limitations to this, inasmuch as a man working on the inside can seldom come in touch with outside viewpoints, he seldom gets close to what others are doing and methods different from those in use in his own shop.

The get-together movement, however, tends to supply this deficiency. In our Get-Together Club, during the year 1913-14, speakers were brought in from outside to talk on different phases of our work. The fresh outside viewpoints that they brought with them were exceedingly interesting. These talks, however, did not seem to satisfy the desire there was among the employees for actual, practical study on their own individual work. From this desire sprang up what we call our "Round Table." This was a grouping together at different times of all who were interested in the discussion of some particular topic or problem. Often some piece of work that had just gone through the plant was made the subject of criticism or analysis.

One night, for instance, the subject for discussion was "The Standards of Copy-Writing." It is exceedingly interesting to note that not only were the advertising writers present, but that the pressmen, the compositors, and artists all attended, showed a keen interest, and had many suggestions to offer on the topic.

At other times we discussed the mechanical layout of an ad to the great benefit of the layout man, inasmuch as the pressmen and compositors were able to bring up many technical points and technical difficulties that the layout man was apt to overlook, or rather, could not very well take into consideration because he did not know of them.

It must not be understood from what has been said thus far that the Curtis get-together movement is merely a little school tacked on to the daily work. If we had tried to do that alone we should probably have failed as ignominiously as another concern of which we know. This concern tried to start a similar movement but failed to see the necessity for recognizing the human equation and the employees' viewpoint.

Instead of first suggesting the matter to the employees and securing their co-operation, letting them take the initiative and the control of the work, this concern arbitrarily set aside a half-hour each week after working hours. Then the working force was assembled and a very didactic talk was given on one phase or another of the plant work.



While the men were not formally obliged to come, yet there was a moral compulsion and they went to these meetings in a resentful spirit. The result was that this club did not flourish and was soon given up, the fundamental reason being that the employees felt that the management was trying to "squeeze" out something more from them than they really should give.

In Curtis co-operative employee work, however, the fact has been carefully observed that all such work must spring primarily from the employees. Of course, such work must have the approval and moral support of the "office up front" and it adds much to the success of the movement if the officers come down from their seats of dignity and take a place in the body of the meeting.

In many cases, too, it was found desirable, where some work was being undertaken that required a little extra financing, that the firm make a little donation to help things along. It must not be understood, however, that this movement was supported financially by the firm. The club has dues, which are collected monthly and which pay the ordinary running expenses of the club. This club, for instance, kept a piano in the plant during the winter months about which the employees used to gather and sing and play during the noon hours.

This suggests the social side of the work, and that involves some problems, the importance of which must not be overlooked.

The chief problem involved is to see that the social side of such work does not overbalance the others, as it may tend to do unless there are some level heads in the club who are desirous of serious work. On the other hand, the social side of such work should not be neglected, for its value goes much deeper than the mere pleasure that the members of the club secure.

It was really the social side of the club that accomplished the vital "getting together" of the members. Barriers were broken down between men of one position and men of another.

Individuals began to see that the others were all human beings after all. Previously the men in the pressroom were apt to think of the copy-writers and artists as snobs who were really bluffing their way to the pay envelope. Everybody came to see that the others were real good fellows after all.

The social side of this work in general took the form of little musical entertainments after the general business and educational sessions. These entertainments consisted partly of music and songs, and occasionally cards. On three or four occasions a big social night was given. One such party was tendered by the Windsor plant to the members of the Detroit plant. That evening we had a lecture on engraving by a certain Detroit engraver, and after an hour of lecture and discussion, the Windsor contingent served a lunch, gave an entertainment and the evening was closed with dancing.

Just before Christmas week, the copy and art departments, con-

stituting the third floor of the Detroit plant, took it into their heads that they would like to put on a minstrel show. In one week, and on their own time, they prepared a program, built a stage in the photographic studio, and pulled off a performance that quite completely took the house by storm by its many local references and hits. It was really a very creditable piece of work. Later on in the season, the girls in the bindery gave a program that was also very well received.

The story of our success in this work would be incomplete if no mention were made of the club magazine. This was a little paper, published bi-monthly (one issue on the Canadian side of the water, the other here in Detroit), which was a chatty little publication containing articles on work that was going through the plant, biographies of certain employees, inspirational articles and editorials, and, by no means the least important, a page of personal items.

This little publication was sent in exchange to a number of places and we received a large number of comments upon the work and were called upon to answer a good many questions. Some of these comments came from "across seas" and we were often puzzled to know how this little publication traveled the distance it did.

In regard to the future of work of this nature it is very difficult at this time to say anything. There has been a vast number of possible activities suggested for the club and some of these will be taken up later on. For one thing, many members have expressed themselves as desirous of more specific, more detailed work on their own particular lines. This, naturally, presents a difficult problem.

The work done heretofore has either been about the business in general, or on general subjects such as engraving, presswork, etc.—subjects which anyone in the business at all should have some interest. However, we realize that if the pressmen, for instance, want to study the details and technicalities of presswork, or the compositors have topics they want to discuss and study, these are not subjects which the club as a whole can take up to any great advantage.

We struggled with this problem quite a bit during the last year, and it seems to be working out somewhat after this fashion: The club, as a whole, is to have its big general meetings for the discussion of general topics, etc., etc., and then the members are at liberty to organize into as many little subclasses and groups as they desire for the study of promotion of any particular work that they desire.

This has already worked itself out as far as the art department, for instance, is concerned. The members of the art department were desirous of doing some study from living models. They wanted a chance to do "art" work which they would not ordinarily get in the daily work. Consequently they formed a little group and, each individually, contributed enough to hire models and have poses once a week during winter months.

Other groups have been suggested for the study of presswork, composition, typography, and these will possibly get into action during the coming year. There are problems connected with work of this nature, and the biggest one lies in the inherent smallness of the average printing house.

Welfare work, mutual benefit work, co-operative work, or whatever you want to call it, is comparatively simple in a mammoth concern where the girls, for instance, run up into four and five hundred and there are thousands of men. But where you have in the neighborhood of 100, 125, or less, you are of course hampered by your lack of numbers. The necessity and the desirability of the club's being self-supporting makes it more difficult to raise funds for special objects, and it is most decidedly not a good policy for the firm to look upon one like this as a philanthropic or charitable movement, and accordingly to donate unlimited funds.

Now, there is a question in my mind at present, whether or not there is a possibility of overcoming this difficulty of small size by having this work co-operative among printers. For instance, suppose that in a large number of progressive printing houses there were clubs based upon just such lines as these that have been described here, that these clubs had a sort of alliance among them. Would not such an arrangement as this overcome largely the difficulties encountered due to smallness, fewness of numbers?

One thing, for instance, that such an organization of clubs could accomplish would be the outlining of different courses of studies, the getting together of authorities on different topics and typography, presswork, composition, and the outlining of courses of studies. These courses could be passed from one club to another for their study. Such an organization could also offer incentives for study work, and it might be possible to have a traveling library. It might also be possible to get out a general publication in the interests of such an organization. These are matters that are well worth consideration and it might be very appropriate for a committee to be appointed to look into the matter and to lay plans. Of course it should be remembered that the backbone of this work must come from the employees, the sanction and support of the master printers being kept rather in the background.

In this report of his, the president of the Get-Together Club describes the work accomplished in an adequate manner. From our standpoint the management has deemed it a matter of policy to enter the club as individual members. We pay the same dues as do all other members.

We endeavor to be present at all club meetings, and by thus meeting employees on the common ground of fellow-members of the club, we have all become better acquainted to mutual advantage.

We feel that the company is deriving a great benefit from this

club, and that it is only fair for the company to contribute something to the welfare of the club.

For this reason the company has expressed its interest by printing whatever issues of the little publication the club desires to get out.

After a year's experience I will say that get-together clubs can be formed to mutual advantage in any plant where there is a desire for such work. Much benefit will be derived for both employer and employee—providing the club is really a mutual association.

All such clubs, however, should have a larger mission than good fellowship only.

Good fellowship between employees and employer can be largely accomplished through social get-together meetings.

Entertainment can be much more easily provided by a program committee than can educational or inspirational features.

You will be surprised to see how much really good entertainment there is lying dormant in any plant. We found we had musical talent enough for a little orchestra of several pieces. One of our Canadian workers turned out to be a good old Highland bagpiper. One of our artists proved to be a far better Hebrew comedian than nine out of ten you see in vaudeville. Three of our advertising men had had actual theatrical experience. We even discovered an ex-chef to superintend our lunches.

The question of educational work, however, presents serious difficulties and of course the lasting good and greatest value of the get-together movement is in mutual improvement.

However, it is obvious that this larger work cannot be entirely or satisfactorily accomplished by a club made up of the personnel of the average printing plant, due to the lack of members.

To be permanently successful I feel that all such clubs should be founded and based upon the solid rock of self-improvement.

All of us—employer and employee—can know more, to the decided advantage of employer, employee, the printing industry and the users of printing—those who spend their lives in their chosen calling and those who pay the bills.

At all times there is a steady demand for men who know. We recognize that a good man can produce better work and do it more economically. Our cost systems have demonstrated the value of men who know more than the average.

When you get to really know them you will find that the majority of the employees are ambitious to advance—to know more—to earn more.

What are we doing to increase our man efficiency?

Isn't this a work which could be undertaken to advantage by this association?

The United Typothetae and Franklin Clubs of America stands for educational work.

Surely all of us agree that the educational work accomplished by this association has been extraordinary in the history of trades associations.

This educational work has so far been confined to employers—aren't we big enough, in numbers and breadth of vision, to now include the employee in this work?

#### RESOLUTION

As a working basis, Mr. President, I suggest that we have a committee appointed first to investigate the desirability and possibility of undertaking such work as I have suggested and, second, to outline a course of action to be followed. If this meets with the approval of our members assembled here, I suggest that it be put in the form of a motion. In conclusion, I want to thank you all for the interest shown in this "get-together" work of ours, and I include in this thanks all those whose interest has taken the form of letters of inquiry addressed to us during the past year. (Applause.)

THE PRESIDENT: Gentlemen of the Convention: This paper carries with it a recommendation, on which it would appear that there should be some action, if you see fit.

MR. HINES (Detroit). I suggest that the resolution be turned over to the Committee on Resolutions, and we can hear a report from them a little later.

THE PRESIDENT: Do you make that a motion?

MR. HINES (Detroit). I do.

(The motion was adopted.)

THE PRESIDENT: The next address is on "Cultivating Good-Will among Employees" by Mr. Walter Berwick, of Berwick & Smith of Norwood. Gentlemen of the Convention, I beg to introduce Mr. Walter Berwick.

#### CULTIVATING GOOD-WILL AMONG EMPLOYEES

WALTER BERWICK (NORWOOD)

About 15 years ago, the printing business in Boston was passing through a depressing period, and several employing printers got together. The Board of Trade was organized, and "Get together" was the slogan. That the Board of Trade is a success in this way, no one can dispute.

I feel that this same spirit is the way to get the good-will of the employees. Go into the workshop occasionally and have a friendly word with the workman! It pays.

Few things are more important for the success of a manufacturing business than a feeling of mutual good-will between the employees and the employers, and the employers should do everything in their power to create and foster this feeling. It is not hard to create, and there are many ways of doing it, but no one can lay out a set of rules that will work in all places.

It costs the employer nothing, and it pays a large dividend to be on friendly terms with the employees. It makes them feel they are on the same job and have mutual interests, with no haughtiness separating them.

With this feeling of good-will is generated a certain realization of responsibility, and a desire to do their best, on the part of the employees, to retain the pleasant feeling that exists.

There is no way of creating this good-will like a personal show of interest on the part of the employer. As a rule, employees in large establishments feel that their employers consider them as a part of their stock-in-trade, and do not expect attention outside of the regular routine of business; but when personal recognition is shown in different ways of helpfulness, it soon kindles a spark of mutual interest that gradually develops into a fixed determination to show appreciation, and do their best.

Most employees appreciate a show of interest on the part of the employers in their personal success and welfare, and this cultivates a good-will the value of which is hard to estimate in the success of a plant. On the other hand, where this mutual feeling of good-will is lacking, one dissatisfied employee in a large establishment may create so serious an unrest among his fellow-workmen in a very short time, as to take months to rectify.

A man is not a machine, and no amount of system will get from him his best endeavor unless his surroundings are pleasant and he is interested in his work.

The success of an employee depends, to a certain extent, on the tools and materials he has to work with. You will not find the same good-will in an establishment where the machines are old and not well taken care of, as in one where everything is kept up to date. If a man does not have the necessary things to work with near at hand, he cannot be successful. A plentiful supply of these necessities where they can be readily had, and the time and labor saving devices that are really meritorious, lighten the work of the employee, and his spirits naturally go up with it.

When a person is interested in his work and has the necessary things to work with, his work ceases to be a drudgery and the time flies by without being noticed; and the employee forgets to watch the clock, which, in itself, is tedious work. To a soldier doing guard duty, there is no post so bad as one from which a clock can be seen; and if the hour is late and the clock illuminated, the hours simply drag, and two hours seem an eternity.

All men are not influenced by the same things, but no man can work with a lot of men who are ambitious, and contented with their surroundings, without eventually feeling the effect of the satisfied workmen on himself.

A mingling with the employees once in a while in a friendly sociable

way counts for much. Connected with our business is a mutual benefit association, an association of employees, each member contributing 10 cents a week for sick and death benefits. The members of the firm are honorary members of the association, and are each year invited to attend the annual meeting. A supper is served, officers are elected for the following year, and the regular business transacted. After this an entertainment is furnished by members of the association and their friends. Members of the firm are always called upon to make a few remarks. At the last annual meeting, a member of the firm made the remark that he knew of no other printing establishment where there was such co-operation and good-will between the employees and employers, as in The Berwick & Smith Company. No remark made during the evening called forth so much applause, as did this.

It is through such gatherings as these, to a great extent, that we have got the good-will of our employees.

We always take some of the heads of departments to all the employers' meetings where possible; and to the special celebrations, like the annual outing and the Christmas celebration of the Typothetae Board of Trade, we take the heads of all the departments and some of our employees who have been with us the longest. On one of these occasions, several years ago, the dinner was not served until late in the afternoon, and on account of trains, the employees would be unable to get dinner before leaving home. As there was plenty of time in Boston, we made arrangements and had a dinner and a very informal time. We all sat down together, the members of the firm and about a dozen employees, and the boys said that was the best part of the outing, and they have not got through talking about it yet.

We are very fortunate about our help, being located, as we are, in the country. We have only one pressman in our employ who was hired as a pressman, all the rest having grown up with us from boys or feeders. In the last 6 months, we have hired one feeder and three boys, and have discharged a job press feeder for carelessness, a cylinder feeder for intoxication; and one pressman who became dissatisfied left us to work in Boston. Within the month, the pressman has applied to us again for a situation. We have a number of men with us who got the "fever" and left. They were mighty glad to get back, and in most cases they are making good. Many men have left us at one time or another, some to better themselves and in most cases we think they have succeeded, as they are holding positions as foremen in large printing plants, and many for other reasons; but we venture to say that most of the latter class would leave any position they now hold should we offer them a chance to return.

We have with us two men who have been in our employ over 30 years. One of these men has three sons working for us, and the other, two. By taking in these boys, we show our good-will and apprecia-

tion of service to the fathers, and they in return, show theirs by seeing that their boys do the best they can. Besides these two men, we have three who have been with us about 25 years, and over a dozen who have been with us about 20 years.

We never lay off a man on account of lack of work, always cutting the hours for every one alike. This is appreciated, as all see that no partiality is shown.

To interest the men out of working hours a clubhouse has been furnished. In the clubhouse is an assembly hall for dances and entertainments, a bowling alley and poolroom, lounging-rooms, reading-room, and locker-room, with all the necessary conveniences. Connected with, and overlooked by this clubhouse, is an athletic field with a running track, baseball or football field, and three tennis courts. Athletic sports are encouraged, and a physical director is always in attendance.

There is a regular membership, all working in the Norwood Press, 80% from Berwick & Smith Company, and an associate membership to which any resident of the town may belong.

There is no question in my mind that if employers would strive to create a better feeling between themselves and their employees by meeting them on the level, many of the so-called abuses of the trade would be easily remedied.

I know that without the good-will of our employees, we would be unable in our business to get the same results that we do get. (Applause.)

**THE PRESIDENT:** Gentlemen of the Convention: Many of these gentlemen who have prepared papers have done it at great sacrifice, and have worked very hard to prepare them. I want to ask those members who wish to leave the hall to try and do so between papers. I think it very discourteous to get up and leave the hall while a gentleman is reading his paper (applause), and I shall appreciate it very much if you will not do that.

The next paper is by Mr. John S. Watson, of the Jersey City Printing Company. Gentlemen of the Convention, Mr. Watson.

## CULTIVATING GOOD-WILL AMONG EMPLOYEES

JOHN S. WATSON (JERSEY CITY)

In treating this subject I will briefly state the experience I have gained in our own plant.

My business associate and myself, having both served our time, one in the mechanical department and the other in the composing-room of our business, and understanding some of the conditions of employees, upon becoming heads of the business decided that we would



make an effort to get in closer touch with the workmen and workwomen of the different departments. Our idea at that time was to know personally the different employees throughout the plant. As you all know, in these days of large corporations and numerous employees, the personal touch is frequently lost between the firm and employee. This lack of touch oftentimes results in regarding the employee as a machine and not a man, when, as we all know, the employee is intensely human and his capacity for enjoyment is probably as great or greater than our own.

Retaining the good-will of employees is a great problem, as the tendency of the times is to get out of touch with the employee. We found all ours to be very appreciative of the efforts on our part for their better working conditions, and such efforts are repaid many times over in the efficiency of the organization.

The former heads of the company that I have the honor to represent had a personal acquaintance with most of the employees, and after their demise our business expanded so that personal acquaintanceship, by occasional visits through the plant, was not possible. We realized this, and some three years ago, for the purpose of meeting and knowing the workers, we invited all the males in our employ to a modest dinner and smoker. This was the original start and was so successful that we decided to make it a yearly occasion.

However, shortly after this event, we heard criticisms through the plant from the female bindery help that they had been overlooked, and, after consideration, decided that future events would include all employees of the plant, both male and female, their husbands, sweethearts and relatives.

Our next effort was in the shape of an entertainment and dance given at one of the public halls in our city, and the talent for the entertainment was furnished exclusively from our employees. On this occasion we offered cash prizes for the ones securing the most applause, which brought out so much unexpected talent that the entertainment was a wonderful success. The evening wound up in dancing.

After this event the male employees themselves got together and formed what is known in our plant as "The Craftsman's Club," with female auxiliary. Since the formation of the club, we have had all entertainments given under its direct charge, the firm financing each affair they held.

About two years ago it was necessary for us to have more room and we erected a new plant in Jersey City, requiring a very large floor space, which at certain periods of the year was used in the publication of telephone books and at other periods was entirely empty. This empty floor space suggested an ideal spot for our social gatherings, of which we have held three or four each year.

These entertainments have been thoroughly enjoyed by the em-

ployees and more so by the officers of the company, as it has offered unusual opportunities for meeting in a social way our employees and has no doubt assisted greatly in cementing lasting friendship.

By supplying the necessary funds for these affairs, we are able to overlook and assist in their fun-making, and you would be surprised to see the difference in behavior now as against the first one of these affairs held. We do not limit them as to their entertainment, but as you know printers as a rule enjoy a glass of beer, this was included in the refreshments furnished, for the men only. We have had one or two occasions where the beer privilege has been abused and in each instance a committee of the Craftsman's Club had handled the situation so delicately that no one was aware of the fact. At the suggestion of our male employees the serving of liquors in any form has been discontinued.

The Craftsman's Club publishes a monthly plant paper entitled "The Craftsman," solely for the benefit of the employees, each department having a certain number of pages allotted to it, and this publication has become so popular that we have a mailing list of several hundred outside of the plant. While this does not seem like a large circulation, every copy mailed has been solicited in writing by the people desiring it, and our publication has become known from the Atlantic to the Pacific. We have an exchange list with a number of publications which would surprise one, and all such publications are placed in the library of the employees. Also on a number of occasions we have had illustrated covers which were the work of the employees of the plant. The work on "The Craftsman" is performed by the apprentices in the plant under the supervision of competent instructors. The publication of this "Craftsman" has developed unusual talents. I remember quite well the lecture given our employees by Mr. Arthur Allen on "Color and its Relation to Printing," which, as you know, is a very technical subject. The following month's publication of "The Craftsman" contained a report of this lecture which I understand Mr. Allen now uses in place of the original, it being so much better than the lecture given by him.

The Craftsman's Club has its annual outing once a year, which is a little outside of the plant, but the firm retains an interest even in this, as we supply all the prizes for the different competitions. We also have a large loving cup on which is inscribed the names of the winning team each year in the baseball competition. The department which wins this cup retains it until won by another department. This causes a lot of good healthy rivalry in the different departments, and no doubt just before the annual outing there are a number of good baseball players engaged in the composing-room, foundry, press-room and bindery. This, however, the office has nothing to do with.

Since we have practiced the policy of mixing in and assisting in the social condition in the plant, we have received many helpful

suggestions on the part of the employees, and at the suggestion of the club, we hold a monthly dinner for the heads of the different departments and the general efficiency of the plant is thoroughly discussed at that time.

It has been the custom of my company, whenever a change in department head is necessary, to make it from the ranks where possible, and it has seldom been necessary for us to go outside of our own plant to look for such a man. This rule is so well established that the sweep-up feels that some day he may be a foreman or hold down an office job.

We hold, from time to time, lectures on trade subjects, and the attendance at these has been 65 per cent.

We also have an efficient fire fighting force, officered by the employees themselves, and they appoint their own fire chief. We have had one opportunity of seeing the value of this. We had a very disastrous fire in the neighborhood of our new plant some fourteen months ago and in eight minutes the hose had been stretched and the entire factory wet down. I afterwards met the chief of our city fire department and he commended our force for their prompt action.

We maintain for our employees a library which was instituted in the fall of 1913, the object of which is to supply reading matter appertaining to the trade and various subjects. It is supported by the company with a stated amount for the purchase of books each month. The books are selected by the employees themselves and at their suggestion the librarian purchases each month the most popular selections. All of the trade publications are in our library and are used extensively. The following books seem to be those most called for:

The Printer's Dictionary, by A. A. Stewart.

Desk Book of Errors in English, by Frank H. Vizetelly.

Ease in Conversation, by Hewitt.

Personal Power, by Keith J. Thomas.

Thoughts on Business, by Waldo P. Warren.

Theo. L. DeVinne's books in three volumes and

The Life of Franklin.

Books on Efficiency, Cost, Office Methods, Inks, etc., are in great demand.

At the present time we have over one hundred volumes in this library, about 20 per cent. of which are in continual use.

Our system for handling the books is somewhat similar to that used by public libraries, each member having a card which is numbered and each book a card. When a book is issued one card is stamped and the other one kept by the librarian, showing to whom the book has been issued.

To show the value of the above I wish to cite something that happened a short while ago in the plant. One of our employees was given

a peculiar lot of imported paper to run, and having some doubt in his mind as to the proper kind of ink to use, went to the library and asked if we had a book containing information on ink. The librarian gave him the "Textbook of Color," by Ogden N. Rood, which not only gave him the information he was seeking, but additional information which caused a saving of from \$50 to \$100. The librarian states that he could recite numerous other instances where money has been saved the plant by the use of the library.

I could go on and enumerate a number of other things that are done here, but my time is limited. We now have entertainments and lectures given at regular intervals; they are a fixed thing with us and are looked forward to by all of our help. I feel that anything invested in the way of bettering the condition of employees is the best money that can be spent.

Our social affairs and outings have become so well known that we have applications for invitations from social service committees, settlement workers, and others interested in this kind of work.

I recommend to all printing concerns a closer relation with the employees, as it eliminates petty jealousies, creates a thorough understanding between departments, and they work in harmony. All our employees know what the standard cost system means and are very zealous to see that no expense is put upon them that does not rightly belong there.

I have some copies of the publication and will put them up there, if any of you wish to have them. (Applause.)

**THE PRESIDENT:** The next subject on which we have addresses is the "Viewpoint of the Buyer of Printing." It is a new subject, and it will, I am sure, be very interesting. The first address is by Mr. B. J. Beardsley, Advertising Manager of the Charles William Stores of New York. Gentlemen of the Convention, I take pleasure in introducing to you Mr. Beardsley.

## VIEWPOINT OF THE BUYER OF PRINTING

B. J. BEARDSLEY (NEW YORK)

**MR. CHAIRMAN AND GENTLEMEN:** A very distinguished citizen of the United States, sometime investigator of natural phenomena in the wilds of Africa, at other times wading up uncharted and unknown streams of the tropical regions of South America, and semi-occasionally anchored at Oyster Bay, once said he was very much in love with his job. I imagine I could perform no greater service, if such service were necessary, than that of creating in you a lively appreciation of the tremendous possibilities of your business and its very important relationship to the happiness and prosperity of all mankind.

When a distinguished English statesman declared yours the great

Fourth Estate, his compliment to your fraternity was predicated on a breadth of vision and a clear realization of the possibilities of the craft rather than upon the concrete things which the craftsmen of that period had accomplished. It is a far cry from the crude methods of Franklin's time to the printing practices of to-day, and any individual engaged in any of the allied printing trades of our age may be proud of the fact that he has a speaking part in the drama of business and that he is a potent factor in the world's work. It is indeed gratifying to those of us who, in later years, have fallen from grace, and no longer struggle with the problem of making a nonpareil newspaper in a pica town pay dividends, or undertake to lead the customer who edits his copy on the printer's proofs to pay for author's alterations with cheerful resignation, or attempt to convince the catalogue buyer that his is an unreasonable expectation when he advises you that he believes you will give his M. F. catalogue the brilliancy of color and clearness of printing detail that Jones got in his superfine Diamond D book—I say, it is gratifying to us all to note the fine community of interest which is becoming almost universal among the real men in the craft, and the constructive work being accomplished by the Typothetae, the Ben Franklin Clubs, and other of your organizations. I think all of us are inclined to miss many of the fine points of our own business, to overlook the possibilities which lie in the direction of an intensive and intelligent cultivation of the field of endeavor in which our activities lie, to fail in appreciation or accomplishment because of remaining too close to our work. Sometimes, too, selfishness—an unwillingness to share with others the knowledge which we have acquired by experience—leads us to hold ourselves aloof from those similarly engaged, forgetting that the law of compensation usually rewards us with favors greater than those we bestow. Perhaps the buyer of printing—the man who feeds the capacious maws of your great batteries of monotypes and linotypes—who turns over your Miebles and Hubers and Whitlocks, who threads the countless cylinders of your Cottrells, Gosses, Hoes and Scotts, who employs your two-color and multicolor marvels of mechanical engineering to the evident gratification of the cash register in the business office, possesses a perspective that is new to you or, if not new, one which confirms an unvoiced suspicion that yours is a business worth while and worthy of a place alongside of any other business or profession of the times. I presume these conventions of yours mark the brief periods in your busy lives when you indulge in introspection and, with the help of a few outsiders, get a better grip on yourselves and your business. I imagine that you welcome constructive criticism of your industry as a whole, and it is my hope that in the very few brief moments at my disposal I may offer you a few observations which, growing out of my very much occupied working hours as a buyer of the commodities you have to sell, may be helpful to some, if not all of you.

For the purpose of a logical presentation of these observations, I purpose to present them under three very general headings:

The Possibilities of the Printing Business,  
Equipping to Serve Satisfactorily to Your Customer and Profitably to Yourself, and  
Distributing Your Product.

#### THE POSSIBILITIES OF THE PRINTING BUSINESS

I realize that this is your hour, and those of us who are fortunate enough to be your guests ought not to indulge in any sort of shop talk not your own, but I feel inclined to risk criticism in saying that the kind of business I represent, that is, the distribution of merchandise by printed salesmanship in its varied forms, is destined to wield a tremendous influence on all the trades in which you are interested. The greatest problem of to-day is the problem of distribution, of wealth, of land, of the products of mine, field and factory. You and I are chiefly concerned with the distribution of merchandise in its varied forms. I am interested in the sale of merchandise; you are interested in the manufacture of the vehicle by means of which I, and others similarly situated, economically distribute our wares. As business men our fortunes are linked inseparably together. Any method of manufacturing or of distributing merchandise, whether that merchandise be printing or clothing, which eliminates waste, is fundamentally sound and the wise business man quickly adapts himself to changed and changing conditions and capitalizes them to his own advantage. It is useless to attempt to stay the wheels of progress, and the growing importance of the mail order business opens wide the door of opportunity to printers everywhere and underwrites the future of every firm and individual recognizing this fact and preparing intelligently to meet the needs of this new method of distribution. Men — big business men, too — who view the tremendous volume of business which some of these commercial giants have acquired in a few brief years, consider only the superficial aspect of these business enterprises and say that the mail order field is covered; but the truth is that all of the mail order houses collectively do less than 3 per cent. of the retail business transacted among those who may be legitimately cultivated as mail order buyers.

Just think of what this means to you! An increase in volume to only 6 per cent. means a doubling of the printing requirements of those who distribute merchandise by this method. The spruce timber growing on eight acres of land must be converted into wood pulp every day in the year to supply one grade of paper entering into the production of the big general catalogue issued by just one of these great houses! In our own business we have kept 78 Miehle presses running two shifts a day since June supplying four-color inserts alone, and we

spread perfectly good ink on \$70,000 worth of paper per month promoting the business of our company, and ours is the infant of the industry. Who will meet the demands which this growing business, this new method of distribution of merchandise, will make upon the paper, engraving, electrotyping and printing industries? You gentlemen ought to, and if you have not given this situation your serious consideration you ought to do so now. And don't let any one mislead you as to its possibilities. Uncle Sam yielded reluctantly after years of fighting for a parcels post law which would enable his people to buy in the most economical market, and already we stand on the threshold of a new day. The business world is making ready to assume the responsibilities and reap the rewards which these changed conditions will bring to it. Recently Mr. Gilmore, of that fine trade journal, Advertising and Selling, asked me what sort of articles I thought would appeal most forcefully to the readers of that publication, and when I said that, in my judgment, matter dealing with direct salesmanship would have the widest appeal he smiled and related the result of a canvass of subscription expirations he had just completed. More than 75 per cent. who answered some ten or twelve questions submitted as to the character of matter they were most interested in, gave as their first preference articles dealing with direct selling methods. When the sales managers of the great business enterprises of the country are hungry for information which will equip them to intelligently and profitably cultivate this great field, you may be certain that their activities will be reflected in the printing establishments of this country, and if you fail to recognize this condition you neglect the greatest opportunity which has ever come to any great industry.

#### EQUIPPING TO SERVE YOUR CUSTOMERS SATISFACTORILY AND YOURSELF PROFITABLY

There are certain laws of business which are universal in their application. I sometimes think printers feel that things which are axiomatic in other lines of human endeavor do not apply to them. That this is a fallacy is proved every day. No individual possesses the ability to sell electrotypes at less than cost of material and labor and overhead, and continue in business, unless the folks are rich. No printer can sell his output below cost indefinitely unless he can plunge his hands up to his elbows in other people's pockets — when they are not looking. No manufacturer can continue to market paper at a loss to the mill unless his principal business is banking and his depositors have no expectation of withdrawing their deposits as their needs require. I think I voice the sentiments of every large buyer of printing when I say that there are qualities inherent in many printing establishments which place them above price competition. This is the enviable position enjoyed by houses equipped to perform the service they under-

take to render. And this equipment is not a mere matter of inanimate things,—of composing machines, of presses, of folders, of covering machines, of trimmers,—but of capable human beings who think and know and do, directed by those who understand the needs of the customer and have at least a superficial knowledge of the problems which he is undertaking to solve.

We all know that this is an age of the specialist in every field of human endeavor. The general practitioner is now a rarity in the field of medicine. We have the corporation lawyer, the legal light who handles real estate exclusively, the attorney who knows little but probate law. We have dentists who specialize in surgery and those who are tooth carpenters building up here and tearing down there. I believe it is impossible in this day and age for any printer to achieve the greatest possible success who attempts to take every sort of printing job as grist for his mill. I have in mind now a printer who is operating one of the largest plants in America who is demonstrating the soundness of this opinion. He has a magnificent equipment, he is favorably located, he ought to be able to handle a definite line of work more economically than any printer in the country. But he reaches out for everything from letterheads to books, from the cheapest pulp 12mo to the finest coated paper catalogues. As a result he fails to serve, and service is the major consideration in these days of big things. He rarely gets a repeat order. Virgin fields are growing scarcer. The people who will try anything in the printing line once are growing fewer. His bond-holders will probably write his epitaph.

You should be a specialist and then equip yourself and your plant to excell in your specialty. If yours is that of edition work, know your business and master its details to the smallest degree. If you decide to specialize in catalogue work know papers and their possibilities, study the relation of display to text and of both to illustration. Understand the nature of your customer's business, to the end that you may anticipate his needs and be the sort of printer to him that enables him to forget his catalogue when he turns its manufacture over to you. Know those mechanical devices which will most economically produce the kind of work you have decided to do and don't forget to share the savings with your customer. It is foolish to rave at a competitor who gets a big piece of work which his equipment enables him to run in 32's when your price has been based on facilities which compel you to run in 16's. You really have no reasonable expectation of securing work under such a handicap. Don't tear your hair when some one gets a job that is really a rotary press job that you planned to run on flat bed presses and put through Dexter or Brown folding machines. A truck has no business on the speedway at Indianapolis. I know a printer who has been quoting what his competitors term "ridiculous prices" for years, who is also accused of being no printer at all, yet he has amassed a fortune in his specialty as a catalogue builder. He has



succeeded and is really the greatest printer in his line to-day, having stamped his mark indelibly on the trade in his own field, because he is a past master of his business. He never undertakes anything outside his line, he delivers more than 100 per cent., and in my own experience he has never failed to render the service promised. Again alluding to the kind of business I represent, it is service and a good commercial job, plus a reasonable price, which we must have. And how many of you understand the relation of volume to cost? How many of you planned your equipment on a basis which will enable you to go out for big editions, which enable you to develop specialists in your operating departments, which enable you to develop men and women who do just one thing more economically, more expeditiously, than those who know only a little about many activities, and, engaging in all of them, do all of them indifferently? I sincerely believe that specializing along definite lines would have been the means of turning many an idle print-shop of the past few months into a beehive of industrious and happy workers and a depleted reserve into a comfortable surplus. However, this is a subject of infinite detail which I must pass over in this rather general way to discuss, briefly, the

#### DISTRIBUTION OF YOUR PRODUCT

I presume most of you feel that you measure up to all foregoing specifications to a greater or less degree and your chief concern lies in the direction of marketing your product. Most of you are undoubtedly men connected with large enterprises and you know more about salesmanship than I do, but I have a few personal impressions I would like to leave with you and on their value you will place your own estimate. I like the printing fraternity, and I enjoy my relations as a buyer with you as sellers. I'm an honorary member of your fraternity. I used to work for one of your number, one of the greatest in your industry and one of the finest men I know, a big man in intellectuality, a great organizer, of striking individuality, a man who stands out among the brilliant men of his home city. I allude to Thomas E. Donnelley of Chicago. We run a few million impressions every month in our own plant and, notwithstanding I have been a merchandise manager and an advertising director for many years, because I do find economies in engaging in large printing activities in our business, Ted says about me, "Once a printer, always a printer." You see I'm trying to forget that skeleton in the family closet, but he won't let me. As I say, therefore, having been on both sides of your game, I believe I appreciate your difficulties. Being large producers you naturally covet the good will of the large buyers. Large buyers are just ordinary men and as easily approached as others of our kind. There are some things we like and some things we don't like which you ought to know about. We like to deal with principals. If we can't

deal with the man at the top we prefer a man representing the principal who has full authority to deal with various situations as they arise and whose decisions are final. There is slight risk in placing such authority in the hands of your personal representative, because the big buyer knows that he cannot receive the service he has a right to expect unless you make a profit. The probabilities are that the big buyer will help you realize that legitimate profit if you are frank with him so that he may adapt himself to your facilities. Most of the people I deal with will let me write my own tickets, and they must be satisfactory else they would not be coming back season after season. The big buyer is always reluctant to change because so many strange people must be educated to his idiosyncracies. We like the man who gets on our side of the fence and looks through the cracks between the boards with us. One of them demonstrated to a house I was with once how to save \$100,000 a year in postage by a slight change in the weight of the paper used. Do you wonder they keep his plant pretty busy? We are all of us looking for the man who can help us and in every case we are pulling for him to make good because that helps us make good. We don't like the man who discounts our ability or our intelligence. Most big buyers are not accidents: they have won position and hold it because they deliver more than they are paid for. I think the employment of men lacking in the qualities of salesmanship is the bane of your industry to-day. I have in mind a recent experience which illustrates this point. A representative of one of the biggest concerns in his line called yesterday. He wanted to interest me in a process which I believe is destined to revolutionize certain classes of printing. I don't believe it practical for our purpose at this time. Other houses in our line have experimented with it unsuccessfully. His own house had been a party to one of these unsuccessful experiments. Yet he was ignorant of that fact. He didn't know the difficulties involved in our use of his particular product. He told me his principal had told him to come to me, yet this principal sent an untrained man to discuss this very important matter with me. When I suggested he ought to possess himself of the details of his business before he attempted to sell his product, he agreed with me and said he would not return until he knew what he proposed to talk about. Incidentally I shall be glad to see him when that time comes.

At this time I am reminded of the time when there was but one youngster in the Beardsley family, and his mother was quite proud of him when at the age of four he was able to spell a great many words. She often put him on exhibition at the evening meal, particularly if we had guests. I remember the clergyman called one evening about this time and was very much attracted to Master Lindley's shining countenance. The mother enlarged upon the lad's accomplishments, so the clergyman tried him on various words: rat and dog and mat. Just at that point in the conversation the lad's kitten ran across the

floor, jumped upon his high chair and ran up on his shoulder. The clergyman said, "Lindley, spell kitten." The youngster rolled his eyes at his mother, then at his father, and turning to the clergyman said, "I am most too big a boy to spell kitten. Try me on cat." So many men wish to begin at the top and are unwilling to master the smaller details of business. Yet such details are necessary to success, in the printing industry as in all others. It is gratifying to note the great progress you are making in the direction of greater efficiency and a better understanding of the fundamentals of your great business. How small the business world is, after all, and how dependent we are on each other! In closing I can say that I am glad to work with you to tear down the altars which in our pride we have builded in our high places and on which we offer sacrifices to passion, to ignorance, to prejudice and to selfishness, and on their ruins erect fairer temples on whose unprofaned altars we may lay our sacrifices to friendship, to brotherly love, and to duty. (Applause.)

**THE PRESIDENT:** Gentlemen, I am gratified to know that we have had quite a number of lady visitors this morning, and I wish to state to the Convention that ladies are always welcome,—please bear that in mind,—except during the executive session.

I also feel that we are indebted to the program committee for giving us this opportunity to hear from the buyers of printing.

The next address is by Mr. Harry Tipper, Advertising Manager of The Texas Company, New York. Gentlemen of the Convention, Mr. Tipper.

## VIEWPOINT OF THE BUYER OF PRINTING

HARRY TIPPER (NEW YORK)

I am afraid I will have to apologize for my voice this morning. I have got quite a cold, and it may be that I won't fill the hall as I should expect to, so that you will bear with me to that extent.

I am representing the layman buyer of printing. Until I got into the advertising business I knew nothing about printing, and all that I know about it to-day is what I have been obliged to inform myself on in order to intelligently buy in any regard. Printing represents to me a part of my advertising service. I don't buy printing as production: I buy it as an advertising service. The complete operation includes a great deal more than the actual production of the printed matter. The first and most important part of that advertising service is the idea and the copy. Then we get the decoration, the arrangement, then the actual production of the work, then the distribution of the matter, and finally the effect of that distribution upon the customer. In our buying of printing we have regarded the production frequently

as the lesser portion of the whole service; that is to say, that while it is of the utmost importance to have the production exactly as it should be, at the same time, that being the only tangible part of the service and being worthless unless the rest of the service goes with it, the rest of the service must govern the production of it.

Advertising printed matter to us is of no value unless it performs the service. It may be produced just as beautifully as can be; you may do your work very thoroughly; we may have no kick upon the actual production, the actual operation; but unless it fulfills in other measures the service that it has to render to us, why, it is of no value; we are obliged to throw it away, consider it waste. There are, therefore, two definite lines upon which the printer must work, or upon which he can work to advantage with the advertising buyer, particularly the layman buyer, who is probably in the large majority. The first is the line of service, and the second is the line of production of operation.

The line of service naturally includes all those items which will take from the advertiser some of the burden of preparing—the arrangement, the design of the cover, the service on the copy, or anything of that kind, which may be an advantage to him. That service of course must depend in its value upon the judgment of the advertiser and upon performance in each case. It does not depend upon the equipment of the printing shop. It hardly depends upon the actual equipment of the service end, although to some degree it does upon that, but it depends upon the actual value of the individual idea put out for the individual case, and it cannot be transferred, necessarily, from one idea to the next.

Then there is the production service, the actual operation of the printing, which depends, as the former speaker has intimated to you, largely upon your ability to specialize in some directions and take the full advantage of your plant—making your plant up in such a way as to get that specialization—and then take full advantage of it by sticking to the lines of that specialization. It has been a difficult matter with us always to secure the full value of the printer's service in any comparative way.

I have been more puzzled by specifications and costs for printed matter than for any other thing which enters into our advertising consideration. I have come to the conclusion that there are no specifications in printing which the layman buyer can use, for the simple reason that things which specify but afford no means of testing the specification are no good to the buyer. Where I cannot myself determine whether a paper which is given to me is 20 or 30 or even 40 pounds within the weight that I have named, sometimes, what is the use of specifying the weight? Where I do not know actually by looking at it whether the texture or the brand of paper which I expected to get has been delivered to me, what is the use of my specifying along

those lines? If I go into the details of the specification, on many angles of it, I am nearly in the dark. I have no means of testing. The testing of paper is a very complicated business. I made some attempt to study it and gave it up, because I had not the time and I did not want to specialize on paper. And I gave up the study of some of the other portions of the printing business for the simple reason that I did not have the time and could not specialize as a printer, and without doing that and placing myself in the position to use the equipment which the printer must use in testing, the specification cuts very little figure in my mind, because I myself cannot test the printer's work upon that specification.

I have found it to be of little advantage to me in comparing prices and costs upon the production of printing. When with a simple little four-page folder you can get  $33\frac{1}{3}$  per cent. difference in price upon a two or three color job with a specified stock, there is something very much wrong about the prices, or else there is something very much wrong about the comparison. Now, I don't know where it is. It may be that I cannot compare them right. It may be that as a layman buyer I have not sufficient information to dip into the details of it and find out where the difference is. There is this point to be considered there which bears out what Mr. Beardsley said, that the salesman for the printer has rarely been able to tell me the reason for the difference in the price. He cannot inform me on the subject so that I shall know definitely that there is a reason for that  $33\frac{1}{3}$  per cent. difference. There must be something wrong, because it should be impossible for different print-shops on the same job, with the same specification, to get so different an angle on the situation, unless it is that some of the shops which have been quoting upon that are not qualified to do it, and therefore should not quote upon it. That has been my first difficulty. We cleared that up by trying out several printers; we tried them out on the different lines of our work, tried them out comparatively on the cost of the work and then settled upon four or five printers or half a dozen printers who could do certain specified lines of work for us satisfactorily. We do not get competitive bids upon our printing, except very occasionally, and then as a matter of check. We know just about what the thing ought to cost us. We know that we can get the service, the satisfactory service from the production standpoint, from the printer that we have chosen, and we have found that that eliminates a great deal of unnecessary detail in our office and at the same time gives up practically as much as we could get on a comparative basis.

We have further considered the matter of service. Service is a very important point, because there is so much detail of work in connection with the buying of printing and the reading of proof and the actual production and delivery of that material which the printer can take from the hands of the advertiser if he is sufficiently versed in the

proposition and sufficiently versed in his own business. That service is the indefinite part of the business. I have been afraid sometimes that part of the difference in the cost between the estimates of one printing establishment and another came from the fact that they were charging me with that service when I did not use it, that instead of charging the service to the job they were charging the service to the business and I paid a part of it. That may not be so, but I have had a certain amount of evidence that tends that way. Now, the service is a matter which should legitimately go to the piece of work for which it is valuable. If I want a piece of work which is a straight black and white job, which requires practically no service of any kind except the mere operation of printing it, then I should not be charged for this service which is kept in order to help out the difficult and the valuable work, which must of necessity call for a great deal of intelligent service in all kinds of ideas. We do not pay a copy man for the ideas which we don't use; we don't pay other people in the business for ideas which are not of value to us. It seems to me that the printer sometimes charges his service department as an overhead on the business, and we don't use it, and we get stuck with the overhead, and he says that he cannot do the work as cheaply as the next man because he has got a better print-shop and more equipment. In any other line of business a better shop and more equipment means you can do it just as well as the other man and for just as good a price.

Now, these are layman talks. I don't know your difficulties. I have not gone into them thoroughly,—don't expect to go into them thoroughly. I am giving you the average angle of the man who does not know printing as you know it, and giving you an idea of the difficulties we have to meet in that regard.

We have settled the service question upon this line: We have found two or three printers who can supply us with satisfactory service, who can suggest cover design, who can suggest cover stock and combinations of colors to us, who can suggest color combinations for the inside when we want work which requires considerable study and forethought and requires the drawing of all ideas together that we can possibly get upon the subject. You have a vast amount of information that we have not got. No advertising department begins to know more than a very small percentage of the sales ideas in advertising that should come to it. We must draw upon everybody for ideas. I don't suppose that we actually create more than 20 to 30 per cent. of the ideas that go through the advertising department of the company I am with. Some of them come from the sales department, some of them come from other employees, some of them come from outside advertising men, some of them come from the printers, etc. Now, we need the printer's ideas particularly on the work which is of importance from the standpoint of the harmony between the stock, the texture of the stock and the color of it, and the subject, and the harmony

between the design for the cover and the inside pages and the subject, etc., because he knows both the history and the condition of the business much better than we do. We have, therefore, decided that on the service matter the best thing to do is to talk over our printing with the printers that we have more or less chosen to work with, to talk over the whole business, and to make the matter of price a secondary consideration on that work where the service is so vastly important in comparison with the production. That is the second point that we make.

We have also done this: It is obvious that the printer should not be discriminated against if he brings us ideas and finally for some reason those ideas do not become worked-out ideas, if after they are laid out and he has gone to expense to lay them out we should reject those ideas. If we call for suggestions on a cover, for instance, suggestions which must be laid out and finished, then we appropriate a certain amount of money for all the printers whose suggestions will be called for, and we pay for those suggestions whether they are used or not.

We have another little point that we take up, and that is this: We discriminate against the printer who must run in to us with every detail and get an O. K. when his judgment would give him the answer. The man who will take with us a chance on his judgment till the final proof comes up, when the thing is a matter of typography or something that he himself could judge in the first instance—we are willing to give that printer more money, because he is using less of our time in the office, and we consider our own time saved as a part of the value of the service and the cost of the printer's work.

I don't have to tell you anything about the progress of printing here; it would be foolish for me to do so. You know it much better than I do, and you have heard it many times and in detail. But I do think that the difficulties of the advertising buyer of printed matter would be very much decreased if the printers would specialize, as Mr. Beardsley said, and if, furthermore, they would discriminate between the service item of their business and the production item of their business and see that the system of costs that they are running is sufficiently in detail and analytical so that the actual cost upon every job can be worked out, and give them experience so that when we come to compare all lines that are sufficiently even, as far as we can make them, we are not up against this proposition of finding no comparison at all because the prices vary beyond all reasonable limits.

Furthermore, I think that the printer should develop the service idea. We need service. Competition in advertising is becoming keener, and as I said, no one man or no one department can expect to gather out of its own inner consciousness the necessary ideas for conducting his or its business. We are frank to confess that we actually originate comparatively few. We seize upon the ideas which the other

people give to us, and we need those ideas. The printer is in the position to give us, possibly better than anyone else, ideas upon that subject, because he knows so thoroughly the combinations of color that are valuable for the subject matter, for periods, for stocks, the type or ink that should be used, the character of the sketch that should be used, the actual process work that will be necessary in connection with it, and he can serve us very thoroughly in that regard. I would say, gentlemen, increase the service end of the business, if possible standardize the cost end of your business, and try not to give us such a varying sea of prices. (Applause.)

**THE PRESIDENT:** Gentlemen, we have only a few more addresses before us, and they are very interesting. I wish as many would remain as possible. We are only about thirty minutes behind the schedule.

The next on the program is Mr. O. C. Harn, Advertising Manager of The National Lead Company of New York. Gentlemen of the Convention, Mr. Harn.

## VIEWPOINT OF THE BUYER OF PRINTING

O. C. HARN (NEW YORK)

There is one disadvantage about coming near the end of a program and that is that everybody before you has had a chance to spiel your own thoughts, especially if they have a chance, as I suspect Tipper of having done, of getting hold of my manuscript beforehand. Another disadvantage is that they leave me absolutely no excuse for exceeding my ten minutes, which every one of them has done before me. However, maybe I will say the same things in a little different way, and in that way drive them home.

The advertising manager is likely to have the broadest kind of an outlook upon the question of buying printed matter, for he buys everything, from the most exacting color work down to the plainest of envelope enclosures or hasty circular announcements.

No buyer, therefore, is confronted more often with the incongruity of a manufacturer's trying to pose as a Tiffany in his trade and at the same time scrambling for the cheapest kind of work. There is only one thing more amazing, and that is to find the printer who is equipped only to do the ordinary grades of work bidding confidently for a chance to do the finest illustrated booklets.

I was talking last week with the secretary of a company which builds the highest grade of railroad passenger cars. I asked him if they built street cars also. He said they made them occasionally but they did not go after that kind of work because they could not compete with those especially equipped to do the plainer sort of construction.



You will find this discrimination in nearly every line of manufacture, yet it seems to me the idea is but slowly gaining ground in the manufacture of printed matter.

The printer who is splendidly equipped to do long runs of the plain Mary-Jane sort of work at an attractive price is a mighty welcome gentleman and we would not exchange him for the flossy fellow who can do as many stunts with a little red and gray ink and a piece of paper as the black-art gentleman can with a rabbit and a borrowed hat.

But when the plain Mary-Jane printer gets ambitious and tries to do Gladys and Gwendolin stuff he makes trouble all around: for his competitors who really know how; for us buyers, whom he disappoints; and for himself, whom he fools.

It is just as unsatisfactory, also, for the so-called quality printer to attempt the other kind of work.

A high-priced house with high-priced workmen, a high overhead for art staff, and a morgue where expensive and unbought dummies repose, must charge, and generally does charge, too much for a long run of plain envelopes or one-color envelope enclosures. Such a printer generally tries to justify the price on the ground that all printed matter should be high grade and, being high grade, his work is worth the extra money.

The first part of the claim is true, but, admitting that there is a quality way and a sloppy way of doing even the simplest job, you know as well as I that the Mary-Jane printer can do Mary-Jane printing as well as the flossy printer, and at less cost.

There is a lot of hocus-pocus practiced by printing salesmen in their attempts to justify their prices. That's all right. I presume they are sorely put to it sometimes to keep the business going with the awful handicap of an estimating department which thinks it is making money for the house by merely putting down a lot of figures and adding 25 per cent. here and there.

A salesman for a high-grade house which I had patronized extensively could not bear to see any of our work getting away from him. He found he was always too high on medium grade work, so he came to me with this bold proposition: I was to tie up to his company for all my printing requirements, taking their word or a glimpse at the cost sheets, as I might see fit, to satisfy myself that I was not "getting stung." In return I would get a service that would repay me many fold and in the end I would be ahead. I believe he believed in his proposition, but I did not take him up because I knew that his cost sheets would make part of the work look fair which was not economical for me. The trouble would have been not with his margins but with his costs.

Possibly some of you are thinking that if all printers were as advanced as you are on cost analysis there would not be such a discrepancy between the bids of these two classes of printers. I think

there would be. If I am right in my contentions there is a fundamental difference in the conditions and there should be. But a thorough knowledge on the part of every printer of just what his costs are would aid greatly, not in bringing all bids up to the level of the highest, but in clearly showing to each class the necessary dividing line between their fields.

I will admit, moreover, that the proper figuring of costs might very likely produce a leveling upwards among some printers and to this the reasonable buyer would not object. The greater certainty that he was buying right would offset the wrench suffered by his purse strings.

As a further offset, however, I would suggest that there is something which the manufacturer of fine advertising booklets could do to reduce the high cost of angling for the elusive prospect. What about these expensive dummies of which I have spoken? Could we not get rid of them for the good of both parties?

I have nothing against the dummy itself. I like to see what I am going to get in the finished book. What grates on me is the thought of all those I am never going to see in a finished book. Who is to pay for them? I pay for them, of course, — I together with a host of other buyers who never had any interest in these dummies.

I am well aware that the average buyer has not enough imagination to construct your artist's idea in all its beauty of color and delicate tracery from the rough pencil sketch. That is a sufficient justification for the dummy, but not for the competitive dummy. That's the varmint I am shooting at — the competitive dummy.

The architect does not, except in the most important monumental work, make competitive plans. Neither should the printer.

Whenever an established custom is attacked it is fair to ask the iconoclast what he would put in its place. I don't know that I can suggest a satisfactory plan. We buyers are the greatest obstacle to the reform. We like to have a goodly number of different men's ideas before us to choose from and as long as we know that we will pay for the dummies submitted to the other fellow anyway, we feel we might as well plunge on a few ourselves. A fellow is likely to take three when the cigars are passed at a dinner, or have his glass filled oftener, when it all comes out of his ten dollars.

Why could it not become an established rule that the printer should sell his services to a new customer on an exhibit of his past performances and leave the development of the new idea for the present job until after the printer has been retained? Then the customer could have as many dummies made as he wished to pay for.

The buyer might object at first that this would put only a limited number of brains to working for him. Not so. The printer could go wherever he pleased for ideas, and would do so, if he knew that every dummy would be paid for by the client.

This would cut out much of the gamble there now exists in high-class advertising printing, enabling the printer to make a reasonable profit on all kinds of work and distribute the charges equally upon his clients.

This is a reform which the individual printer can scarcely effect alone—the more reason why you should take it up as an organization. (Applause.)

(First Vice-President Finlay presiding.)

### PRESENTATION OF BANNERS

VICE-PRESIDENT FINLAY: It has been the custom each year to present a banner to the Typothetae that has the largest membership, and it gives me great pleasure to present at this time to the Detroit Typothetae the banner for having the largest membership of any local in our organization. I want to say that the executive officers appreciate very much what the Detroit Typothetae has done during the past year, and I hope that what they have done will be an inspiration to all other Typothetae to make an effort to secure this banner.

(Mr. John Taylor of Detroit accepted the banner amid applause.)

MR. TAYLOR (Detroit): Thank you, sir. I want to say to the Convention that we have still plenty of material in Detroit to make an effort to keep this banner next year, so if you take it away from us you will have to "go some."

VICE-PRESIDENT FINLAY: You remember last year we held our convention in New Orleans. You know the hospitality that they extended to us, and I think that I can say without any fear of contradiction that everybody in this Convention and everybody that attended the convention at New Orleans is glad to know that the inspiration which the Typothetae brought to the city of New Orleans permits them at this time to have the banner for the largest increase in membership of any Typothetae. The city of New Orleans increased its membership during the last year 341 per cent. (Applause.) Mr. Brandao, it gives me great pleasure to present this to you and your New Orleans members, and I hope that next year you will have an increase of 341 per cent., and that the Typothetae will be able to assist you in making this possible. (Renewed applause.)

(Mr. E. P. Brandao accepted the banner in behalf of the New Orleans Typothetae.)

MR. BRANDAO (New Orleans): Mr. Chairman and Gentlemen: This honor is none the less appreciated though unexpected and to some extent undeserved. It seems to me we are entitled to just about as much credit as the little boy who returned home in great glee one afternoon with the announcement that he was the head of his class.

"When pressed for an explanation as to how it happened he said, "Why, the other boy quit." Our membership was so very small last year when you convened in our city that almost any gain would make a perceptible increase in percentage, but none the less we appreciate this banner. We are proud of what it stands for. We are proud of the work, of the sacrifice, of the good fellowship, that it represents. We are proud, too, and I hope I may be pardoned for expressing this pride, for the South, the only section of the country without an organizer and without a field secretary, proud of the fact that one of its cities should have earned this banner. We are appreciative and grateful to your officers, grateful for the presiding officers' gracious words in the presentation and grateful to the officers for their assistance in helping us to grow, grateful to our friends in Atlanta and Nashville, particularly grateful to Dad Nichol, who came down there and worked with us, grateful and appreciative of our secretary, Jack Gillespie, and his good wife, who we know is the office boy. We take this banner. We will take it home with the hope that it will lead us to greater and better things. While we cannot, as the President suggests, increase 341 per cent, because the material is not there, we do hope that we can look forward to the time not far distant when we will have a 100 per cent. organization and that organization 100 per cent. good.

Gentlemen, I thank you. (Applause.)

VICE-PRESIDENT FINLAY: The next speaker is Mr. F. W. Baltes, of F. W. Baltes & Company, of Portland, Ore., who will address us at this time on "The Cost of Printing." Mr. Baltes, gentlemen.

## THE COST OF PRINTING

F. W. BALTES (PORTLAND)

MR. PRESIDENT, OFFICERS, LADIES, MEMBERS AND VISITORS OF THE UNITED TYPOTHETAE AND BEN FRANKLIN CLUBS: I would like to pass these little tracts to Mr. Oswald, so that they may be given to the members as they pass out.

You know, probably, as much as I do about the cost of printing. My subject is the cost of printing, but in reality it is the price of printing, the price of printing by measurement. I remember about thirty years ago a competitor of ours made a price. It was said he made it in this way: A man asked him for a price on 1,000 business cards. He took a piece of paper, put down 1,000, divided it by four and told him it would be \$2.50. I was talking to a gentleman on the train, a printer, coming up, and having picked up a little card on the train I gave him my measurement by units. This is all described in the schedule which will be passed to each one of you as you pass out of the door. There are some 600 copies, and each one can have one or more.

I have divided the system of measurement of printing into units.

I don't want you to understand me as having made this simply on fancy or on theory, or to suppose that I am a mathematician. It is a very simple matter, and it is based on a great many years of experience, and based on the cost of printing by the productive hour. In measuring this small card I measured the line by the lineal inch, measuring from the left to the right, and I have established a measurement for each size of type, using 36-point as the base, at one cent per lineal inch face measure. I used that as long as twenty years ago in the measurement of theatrical printing. The custom still prevails of charging for theatrical printing at the rate of so much per sheet in one color, one-half to two cents per sheet in one color, two and a half to three cents per sheet in two colors. I maintain that schedule, but have supplemented it with the price of the composition per lineal inch, at the rate of one cent per lineal inch from 36-point upwards, and I find that the average works out within two or three or four per cent. of the cost by the time, because in setting a large letter, 72-point, 72 lines, or even larger, the amount of ink necessary to accomplish the results will probably offset the time that it would take in setting the smaller size, or 36-point, straight. Then, again, it takes longer to clean those letters and put them away. You have to find a better assortment or make a loss. It is a very fair average in figuring and makes it very simple.

In commercial work I use the figure 5 cents a lineal inch on ordinary matters. Here is a fancy form, for instance, with a lot of border, and I have a different schedule on that, at one cent per lineal inch, plus one cent for each piece or break. For instance, if you were setting up a ruling job that contained a great many columns, and they were set in type measures, each one of those pieces would measure  $1\frac{1}{8}$  cents. If the rule were half an inch wide it would measure  $1\frac{1}{2}$  cents each piece of rule, one inch would measure 2 cents, and two inches would measure 3 cents. Here is a little schedule that was made in three columns, with a border which I treat as a rule and two down column rules, and it measures like this: 55 inches of rule at one cent each, and seven pieces, 62 cents; one inch of type, 5 cents.

Lockup I treat as a minimum of 25 cents, plus 10 per cent. of the cost of composition. For instance, you might have a letterhead that would have only two lines at the top, containing four inches or 20 cents. I maintain that 20 cents is the price for setting those two lines, and 27 cents the price of locking up—25 cents plus 10 per cent. of the cost of composition. The same for make-ready. If you have handled a great deal of work in that line you will know that it costs something to lock and unlock a form, it costs something to send that form to the press, to have it made ready, to O. K. the proofs. I find that this compares favorably with time, and it makes in reality my selling price, with a fair comparison, so that the customer is paying an equitable proportion all the time. So this letterhead instead of costing 20 cents

costs 74 cents on the press. Now take a letterhead that costs \$4.00 to set up by the unit system, as we have many. The price of lock-up would be 10 per cent. or 40 cents, plus 25—65 cents, and 65 cents for make-ready. The greater the composition the greater the make-ready. That would give you 65 cents for lockup, 65 cents for make-ready, and \$4 for composition, or \$5.30.

Now here is this job with skeleton rules. The lock-up is 32 cents, the make-ready 32 cents, the running of 1,000 based on 30 square inches—90 cents, and for the additional number of square inches up to 100—1½ cents, or \$1.25 for job presswork up to 100 square inches, or a minimum of 90 cents for presswork. Or take it at 100 square inches, 1½ cents, plus 75 cents, equals \$1.25 for the feeding of this sheet; that is, providing this sheet is of a certain thickness, and I take as that thickness the basis of 10 pounds to 1,000 sheets, 10 x 10 inches, one pound to ten square inches, one-tenth of a pound to one square inch, 100 pounds to 1,000 square inches. It is the same as a piece of paper 20 x 25, 25 pounds to the ream; 25 x 30, 30 pounds to the ream; 25 x 40, 50 pounds to the ream. The printer will soon learn that that paper is base thickness, and as it increases in thickness he gets an additional amount for feeding the presswork.

For instance, here is an envelope. It probably never occurred to very many what that envelope weighs. That envelope is 10 x 12 inches, we will say. If that were base paper, and a single piece of paper, 10 x 12 inches, which would weigh 12 pounds, that would be a pound. If it is made out of 90-pound stock it would weigh three times as much as a single piece of paper. Now, the envelope is double. It must weigh six times as much, or sixty pounds. This is a little over 100 square inches; it is 114, but we will take 100 square inches as a basis. The price is half a cent a square inch—50 cents, plus 75 cents or \$1.25 for feeding the single sheet weighing 12 pounds, or 10 pounds, for 100 square inches. The additional weight in this case is 50 pounds more, so we get 50 cents more for feeding, or \$1.75 a thousand. Now, you can try that out, gentlemen, yourselves.

Take a piece of cardboard, 8 x 10 inches, 80 square inches, based on 22 x 28, 31-pound paper. The 8 x 10, or 80 square inches, would weigh 8 pounds. With 160-pound Bristol, 22 x 28, it will weigh five times as much, or 40 pounds. Now, you are getting 32 cents additional for feeding that card. That is not too much. I have tried it a thousand times. These figures are not theories; they are not mere mathematical calculations: they are based on experience running back for over 30 years. I have tried them out.

This skeleton job is reprinted on another sheet, with the addition of some cross lines, making each space one inch deep. It has twenty-seven 2-inch rules across, each one being 3 cents, or 81 cents. Where this job cost \$3.62 complete, presswork, cutting, paper, etc., it has cost 91 cents more, or 81 cents for the composition, plus 10 per cent.

more for the lockup, or 8 cents more. It cost just 8 cents more to lock up this job with the rules throughout, the twenty-seven extra rules, than it does there. You will concede that, probably. It costs just that much more to make it ready. This is not down to a tenth or a fraction of a cent, and neither is the price of printing that goes to your customer. He knows that he can get another price of printing.

This little schedule that I have I distribute among my customers. I do no competitive work. I have not bid on a competitive job in ten years. But I am doing a successful business, and I am trying to get the printers to do the same thing.

Here is a little job in two colors. There are 27 inches of type; that is 42 cents. The lockup in two colors is 85 cents. The make-ready is 85 cents. The two wash-ups for job press are 50 cents. The two runs of 500 each are 55 cents each, or \$1.10. They are just that much above the base. The stock is 55 cents and the cutting is 15 cents.

Now I have a schedule for the type by its size. I have a press-work schedule which has a base and a square inch rate running up from the smallest sheet: Take a sheet of 30 square inches at 90 cents weighing three pounds, up to a sheet 25 x 40, for illustration, because it measures 1,000 square inches and weighs 100 pounds to a thousand. That is \$1.70. A lower one is 90 cents, and there is the same graduation all the way up. If a man came in to you and wanted you to print a job 25 x 40, 50 pounds, your rate would be 5 cents per 100. Now, I stop at the half-cent when I get up to 100 square inches. Then I commence over again with a base of \$1.20 on the cylinder presses, and take five cents per 100 square inches, and it makes the production of that press sell for \$1.70, or 50 cents for the square inches. One thousand square inches would be 50 cents, plus the base of \$1.20. If a man asked you to do a catalogue job on 100-pound paper to the ream, of the same size, you would get 50 cents more, or half a cent per pound, for that.

I have a great many illustrations here, and I will only take a little of your time to show them. I notice poster work, because I do a small amount of that; my work is commercial printing of all kinds. In this job it was checked up. It has a great many lines of 36-point, some higher than 36-point, some as low as 18-point, some 24-point. The 18-point lines are two cents per lineal inch. The 24-point lines are one and one-half cents per lineal inch. That is based on a price of \$5 per 1,000 ems. Thirty-six-point type at one cent per lineal inch is \$5 per 1,000 ems measurement. Six-point type at six cents per lineal inch is the same, \$5 per 1,000 ems measurement. I have in this schedule, however, a discount for paragraph or straight matter set in display type, which you will readily understand. This job is measured entirely by the inch, and where it costs something like \$16 or \$17 it beats time just enough so that you can sell it by the inch.

In this kind of work we simply add the price per sheet for running, because that is the way the showman is accustomed to buying his work. but we get the additional composition. It would not be fair to sell a man 1,000 sheets of this at 2 cents a sheet and then sell him 1,000 sheets of another one at 2 cents a sheet that only had three or four lines on it, and that is the rule with show printing.

Another thing, we keep an account of the ink. Every bit of ink is weighed in and weighed out on every job that takes over an ounce, we will say. Eight hundred of these took ten pounds of ink. I had another little job here that required the same amount of paper and only took a pound and a half of ink. That is owing to the variation in the size of the type, the same number of square inches. A thousand of these were equal to the same number of square inches, or rather 2,000 of these single hangers contained the same number of square inches as the full sheets. They took a pound and a half of ink, owing to a little difference in the finish of the paper and the small type. All such jobs are measured by the lineal inch.

Cuts are measured at ten cents each. For instance, I will give you a little illustration. Take a cut on a job like an envelope: ten cents extra for the cut, any cut in small type. Take a catalogue. Take a large page that contained, we will say, 40 cuts, \$4—\$4 for justifying these 40 cuts. You can try it out against your time. It is all right.

Now, this man will want a caption under each cut, we will say one inch, five cents; a 2-inch line, ten cents. Forty captions at ten cents are \$4; \$4 for justifying forty cuts, \$4 for setting forty captions of two inches each, lineal measure, \$8. Lockup 10 per cent., 80 cents, plus 25 cents. You have got to get the base or you won't get any graduation. Make-ready the same, \$1.05. Of course it has a lot of half-tone cuts in. It has 200 square inches of half-tone cuts, three cents a square inch extra, \$6 more. That is fair. Your clerk can do that kind of work. My clerk does it for me, and there is harmony in our office between the clerks, office help, and the foreman. Each one figures the same way. There is no confusion about it at all. The customer likes it.

Here is a little job that contains 13 inches of type, 65 cents; two cuts, 20 cents; lockup, 33½ cents; that, is 25 cents and 8½ cents for 10 per cent., make-ready the same, plus 10 inches of half-tone make-ready, 30 cents additional; running 1,000, 30 square inches, at 90 cents, plus 25 extra square inches, 12½ cents; plus the overweight of the envelope, 15½ pounds. That envelope is 15½ pounds heavier than it would be if it were a single sheet cut out of 20x30, 30-pound manila. You can tell by feeling of it.

Here is an order blank. A man on the train after I gave him an illustration said: "I will show you how I measure this." He took up a piece of paper and said, "This is five, this is four, that is twenty square inches. I multiply it by seven." I said, "Why?" "Well, I



have found out that that is the average." All right. Gentlemen, I am measuring the work, measuring it in cuts, measuring it in catalogue work, measuring it in composition, measuring it in rules, measuring it in all kinds of type, based on its own unit. If an office building was opened up and it was provided by the management that a professional sign could be painted on each window, and a painter was designated to do all this work, it would not be fair for the painter to say to any one of you, "I will paint your sign for \$3, regardless of the number of letters or words." No, he would say, "I will paint it for so much a letter, because these letters are scaled according to a certain size and design." That is the way with the type.

This order blank contains  $93\frac{1}{2}$  square inches; we will call it 94 to make it even. Of course I might take this order blank and multiply it by seven and divide it by two, and I would get \$3.50 for setting it up, wouldn't I? That is all right. That is juggling figures. I don't juggle figures at all. I am not a mathematician. But in this order blank there are 26 inches of type. I know something about order blanks. I made the first order blanks and the first loose leaf sheets ever made on the Pacific coast. I made order blanks before Baker-Vawter. I made them for Reed Brothers. They are peddling them as a patented article. I know something about order blanks. This order blank contains 26 lineal inches of type at five cents a lineal inch, or \$1.30. That looks like a fair price for setting up that type. It would take a man an hour to do that. It contains 112 inches of rule in 27 separate pieces. That is \$1.12, and 27 cents equals \$1.39 for the rules. The lockup, ten per cent., would be 27 cents, plus 25, or 52 cents. The make-ready would be the same, 52 cents. The total would be \$3.73 for the job on the press. Try it out.

We provide that same scheme for work run more. There is a little telephone slip run 4-on. We figure the composition as a whole. If we can electrotype for less than composition we electrotype. Then we use the electrotyping scale. I have provided in my list that scale at 3 cents per square inch. Of course, we could not make one square inch for three cents, and we could not make two for six cents, but we could make one for three cents plus a base of 25, that is, 28, and two for 31. We can make 100 square inches for \$3.25. The scale says \$3.03, so we cover that. But what I want to illustrate to you is the idea of measuring by units and not by guess work. Here is a little memorandum run probably 5-on. We duplicate it by electro if cheaper than composition. We print it as a whole. We cut it by a unit. We pad it by a unit. Every operation is by a unit, beginning with the type at 36-point at one cent, going down to six-point at six cents per lineal inch; but I use the commercial factor of five cents per lineal inch, because it averages up very fine on commercial work.

Here is a little statement that has 31 inches of type and 41 inches of rule in twelve pieces. That cost \$2.08. That increases the lockup

and make-ready a little bit. Here is another one, and it only cost \$1.01. Now, these are all checked against time. Of course I found the time first, and then I made the schedule afterwards. I had to change it. I probably printed that little list a hundred times, but I printed it recently so I thought it would stay a while.

Here is an ordinary, you might call it, receipt book. It is a pay check. You can all guess how long it will take to set this up just as well as I can. I have guessed until my guess tank is worked out. One man can set it up in three hours, another man can set it up in four hours. But take the small printer. I am working for the small printer now and for the customer. I don't want the small printer to beat the customer; I don't want the customer to beat the small printer: I want them to work in harmony. When a small printer thinks he can set that up in two hours he will get it down as low as \$2 and finally turn the job out at \$2, but this job cost \$4.77 to set up, and then the lockup was 73 cents and the make-ready 73 cents; \$4.77 would be the initial time on that,— about three hours.

Here is a little dodger. The small printer can work on that the same way. That is a cent an inch. Commercial work is 5 cents an inch.

Here is a little fancy card. This contains a number of rules. These borders we treat the same as rules, a cent an inch plus a cent a break. This piece of rule around contains four pieces. It may contain 20 inches. That would be 24 cents. It all works out very nicely.

One thousand of these coupons cost \$6.70, including the stock. This cost \$7.31, including the stock. This cost \$6.37, including the stock. Now, this measurement: you cannot guess any closer than that. The time will run less.

I would like to have you take up this small matter that I am putting before you and preach it to the newer generation. It may be a little hard for some of us old people to learn it, because we have a great deal to unlearn, but the new generation and the people who are to follow you can follow the unit system, and undoubtedly will, and they will like it. It is a beautiful study. It provides for type, it provides for cuts, it provides for rules, it provides for figures down the side.

Here is a job heading. Here is a line on top that is ten inches across, that is 50 cents. Here are 58 column lines. Some are three lines in a box heading, some are only one, but there are 58 altogether, at a minimum of five cents each, or five cents an inch. Here are figures down the side, we will say. They don't happen to be on this, but we will put figures there, 1 to 50, down the side. Two cents is the minimum for each line of figures, that is, one figure or two figures in the line. Three figures are at the rate of three cents per line, four figures at the rate of four cents per line. How many people who print job headings will say, "We don't charge them much for printing forty lines down the

side. We pick it up and give it to the customer." I contend that those forty lines are worth 80 cents, and then it is worth 8 cents more on the lockup. Just try it out and see if you can set up forty lines and justify them to faint lines for less than eighty cents. And remember that you will have to justify them to the ruler's faint lines, because his points are 72 to the inch and yours are not, yours are 72.3. Set up 10 inches and you will find a three point lead going in there. If you let the ruler rule you 18-point he will come out exactly four to the inch, and you won't. That is one thing that helps to take care of figures.

Here is a little order blank which is full of rules. Everything is provided for. Any clerk can sit down and figure 33 inches of type at five cents an inch; 104 inches of rule in 34 pieces, \$1.38; plus lockup, make-ready.

Gentlemen, I don't want to take your time unnecessarily. These things are all explained in the little list; I simply want you to preach them to the coming generation.

Now, I provide in that a very small item, we will say, the stock. I have not made any price of stock. You know what that is. You know what the paper dealers charge you for stock; but you don't know what the customer pays for printing. So I have not attempted to say to you what you shall add on the stock, but I do say that you should add for the cutting of the stock. For instance, here is a piece of paper out of 18-pound folio. That will go inside the base. The base is equal to 18-pound folio. We will say this is 10 x 6 inches, or 9 x 6 just for even figures. That would be 54 square inches. So the paper will weigh 5.4 pounds if it is base. If it is 24-pound folio it will weigh one-third more, and we provide for the cutting of all these little jobs. The clerk every day in proving the work puts down a base of 10 cents for cutting, I don't care if it is only 100, and then one cent for each ten lineal inches around. This is 30 lineal inches, so you can cut that job for 30 cents, plus the base, 10 cents, which is 40 cents. Then you have got to take care of the thickness, because the next man comes along with a big thick card and wants you to cut that. Now, 22 x 28 160-pound Bristol, is five times the base, so you charge him a quarter of a cent on all the board you cut. If you cut 100 pounds of flat you get 25 cents for taking care of the thickness of the paper, in addition to the base price and the price per lineal inch for cutting. That is only added in two little lines in that list, but you can figure it out. It is all there. I did not want to make it any longer, because I could not explain it right.

I make a provision for padding the same way. A letterhead contains 94 square inches. That is, 94 square inches of pulp board. The pulp board will cost you probably half a cent per 100 square inches; you sell it for a cent. For a hundred pads, 94 square inches each, the pulp board would bring you 94 cents, giving you a profit on that.

The padding would be one-half cent per pad. Then add your base, and you have got \$1.54 for padding 100 pads of letterheads. Take 100 pads of half the size, and you simply cut off the pulp board and you have got \$1.07. I would like to have you try out some of these samples in your own way. I have tried them out every day for a great many years.

I don't know that there is anything further I can say to you, except to try and get you interested in this system of measurement. It is not a fancy system or theoretical system, nor a mathematical system: it is a very plain system. You can obtain these little tracts or price lists that I have worked on and boiled down for a great many years, and figure it out for yourselves. I have covered nearly all the items that are used in ordinary commercial printing.

Gentlemen, I thank you. (Applause.)

**THE PRESIDENT:** One moment, gentlemen, please. We are going to adjourn now. On account of the small number present I am going to put the next paper over to the afternoon. I don't think it is fair to anyone to ask him to read his paper to a small audience like this.

The Secretary will now read the Nominating Committee.

Mr. TYLER (Secretary) announced the appointment of the Nominating Committee, as follows:

#### NOMINATING COMMITTEE

Frederick Alfred, New York (Chairman); Toby Rubovits, Chicago; W. B. Parshall, Detroit; H. W. Moulton, Seattle; W. A. Baker, Newark; Alfred F. Edgell, Philadelphia; H. P. Pears, Pittsburgh; E. P. Brandao, New Orleans; J. A. Cannon, Cleveland; Walter Berwick, Boston; Warren Skinner, St. Louis; F. J. Scott, Minneapolis; G. H. Saults, Winnipeg; J. W. Little, Pawtucket, Rhode Island; J. B. Redfield, Omaha; L. J. Calkins, Schenectady; H. Y. Ellis, El Paso; Fletcher Ford, Los Angeles.

**THE PRESIDENT:** A motion to adjourn till 2.30 P. M. is now in order.

(On motion, the Convention adjourned till 2.30 P. M.)

#### AFTERNOON SESSION

The Convention reassembled at 2:50 P. M., President Courts presiding.

**THE PRESIDENT:** Gentlemen, will you please be seated and come to order? We are late now and have a long program; it is nearly 3 o'clock. I will call the Convention to order.

We have one address left over from the morning session, "Common-

Sense Statistics: Their Aid Toward Money Saving and Waste Reduction," by Mr. Walter D. Fuller, Manager Accounting Department Curtis Publishing Company, Philadelphia. I know this will be a very interesting paper and you should give it attention. Mr. Fuller, gentlemen of the convention.

## COMMON-SENSE STATISTICS: THEIR AID TOWARD MONEY SAVING AND WASTE REDUCTION

WALTER D. FULLER (PHILADELPHIA)

That is not a war map, gentlemen. That is intended to save money, not to waste it. (Indicating a chart on the platform.)

I noticed this morning that most of the gentlemen who spoke on the subject of costs seemed to feel that it was necessary to defend cost-finding. Now, I have made no attempt in this paper to defend cost-finding. I supposed it was accepted that we had to find costs without question. I have tried to show a few ways that we can show most effectively the costs we find, how they can be applied to the work.

In statistics the first big question is, "What shall we get and how will we get it?"

Right here let me say that, at least in my experience, it is true that the statistical or efficiency or cost department, whatever you call it, intended as an aid toward money saving is very often a good field for efficiency work in itself. The statistician somehow seems to feel that efficiency does not begin at home; but it does most decidedly. In Philadelphia we have four rules which we consider before beginning any new recording.

Here they are:

First — Will we honestly use the information we get, even if it kills our pet ideas and treads very roughly upon our pride, and will the results be worth the money they will cost — dollars and cents — money, gentlemen, not theory. We do not spend cash to make our records cleaner or our system prettier. There must be a cash result to cash expenditure.

Second — We do not go into the matter blindly. We decide what we want and how we are going to get it. Then we put the decision down on paper in black and white. This saves money and gets the result quickly. It is remarkable how it will clarify the situation when you are going to start any new form of accounting work if you will put it all down in black and white on paper before you start. It clears the thing, for you cannot gloss over a mistake in your organization if you put it down in black and white; you have got to put it down in writing in the first place.

Third — We insist upon simplicity and upon brief and pointed reports.

Finally — Those who control the situation always watch the expense reports, and insist that cash results are the only ones that count. If there are no dollars and cents savings within a reasonable time, then the work is considered a failure.

To our minds a statistical department spending \$1 for each 50 cents it saves is the poorest investment possible. Yet statistical tendency is to make a pet of an idea and find excuses for keeping it up. A cold-blooded measure of money value is the only test of statistical success.

My subject is not that of costs or of so-called scientific management. I am supposed to outline methods of saving money by the use of statistical records. Most of the necessary facts, however, can be secured from the cost records and without much additional expense. Interpreting the facts secured and then applying them is the hard job. We do not expect our foremen to do it. It is not their job. Their duties are to secure quality, production, harmony, et cetera. A money saving statistician must have a different viewpoint. Our plant is big enough to employ a man for this work and we put it up to him to save his expense and better, if he is to hold the job. If your establishment will not justify this, do the work yourself. So far as we are concerned, above all other things, we try not to deceive ourselves. We try to be honest with the figures. Some are nice but a lot are disagreeable. We do not allow ourselves to "fix" the figures. If facts are not pleasant we face them and solve the difficulty. No ostrich ever saved his life by hiding his head.

That is enough talk on the rules and regulations, as far as we are concerned, I guess. Now, how are we going to save the money?

We advertise, to our foremen and to our men, the conditions which exist. We advertise the actual conditions that exist to the foremen and to the men. We tell them all about it. We tell them just exactly the condition in the plant. And we have to do that advertising with just as much cleverness as we would use in going after new business. We have to advertise the facts that exist in the establishment to our people with just as much cleverness as we use in advertising the sale of our publications. A statistician is ordinarily not supposed to have sales ability, but if he expects to get beyond the "cost man" stage he must "sell" his proposition very truly. We, in Philadelphia, stimulate our salesmen to bigger efforts by competition; probably you do also. Smith, a salesman, covers a territory. If he does not get results, we "boost" his spirit by comparison with the other salesmen and his work by the analysis and correction of his wrong sales methods. In like manner, we increase the results of our workmen and workwomen. Experience seems to show that the best method is by means of comparative records, plus study and constructive criticism and instruction.

Here is a bulletin such as we use at the Curtis plant. Its results

are effective. This particular bulletin we happen to have charted on the basis of page cost, but of course that varies with the type of the work, and it would be entirely impracticable in a job shop. The bulletin, which I am going to explain in a minute, is merely an example; there are many others of different types and different bases.

We use charts or we use figure reports, depending upon the work or the men or women we are approaching. It is absolutely impossible to secure any results through statistical effort unless you approach the subject tactfully; at least we have found it so. In some cases a line chart secures the result. Of course it is the best, the most graphic. In approaching other people the line chart does not seem to accomplish the result, and there we give the figures. In some cases we interpret the figures ourselves and simply depend on the high points. It all depends on the man you are approaching, and the psychological condition.

On this particular report we show down one side the names of the men. I said that this was merely one of a type; there are many other reports of similar nature. This is one of the standard types that we use. On one side we show the names of the men. Across the top we show the unit to be recorded. In this case it happens to be months. This is simply a section lifted out of one of our reports. This charts actual conditions in the plant. However, this did not actually appear on one report; I have picked out particular cases in order to describe the particular conditions which this shows up. *This* dotted line represents the average of the type. *That* represents the average of the type. This happened to be a chart of a certain type of bindery machinery. You see we are a large enough establishment so that we have many machines of each different kind. *That* would represent the average of that type of machine. *This* might represent the average of a certain line of clerical work, not on the same chart, but the dotted line might represent the average of whatever we were charting. Above and below we show percentages. I have not put lines in here, because you could not see them, but there will be a line above here every five points. *That* represents percentage. Here we have 0, 15, 30. The curved red line represents paper waste and the curved blue line represents time.

We chart and record waste as carefully as we do production. Why most printers more or less disregard the checking of their waste paper puzzles me. It is worth money, has but a small recovery value, and when printed represents an added loss of about 50 per cent. in labor and ink. In other words, if you have got a dollar's worth of paper, why, after you have printed it it is worth about \$1.50 on an average. I am talking about costs now, not about selling price. We have proved beyond question that such records have decided value. Records and reports have been in existence at the Curtis

plant some four years, and waste is to-day about 50 per cent.— it is a little under 50 per cent. — of what it was when we started.

The charts, in addition to showing the condition, immediately cause questions to arise. Why does Jones do so much better work than Smith? Why is Jones' record so variable, while Smith's is so even, etc.? These are the questions for the executive or foreman to decide. The troubles are certainly correctable and when discovered are easily fixed. I do not believe a man ever did poor work intentionally. He simply does not know a better way or has not had the proper tonic to stimulate him. In addition to that, from the statistician's viewpoint, the chart shows mistakes in his own work, shows mistakes wonderfully well. If the line takes a sudden leap upward or downward, it is either an unusual condition or else he has made a mistake. It helps tremendously in catching errors which otherwise would look entirely logical. (I have to thank the American Type Founders for a pointer.) The first man in this case is above the average all the way along. In only one case has time —

MR. GREEN (New York): Is that line production?

MR. FULLER: The black line is production, the red line is waste. These are totals. There is no detail shown here at all; these are grand totals, the whole condition. In this case this man only once, during the period from January to November, 1913, went below the average. That man was poorer than the average. It does not make any difference whether the part above shows poorer or better, it is just the same thing. In this case, however, the space above the dotted line represents that the man is poorer. In that case only one time does he go beyond the average, only once is he better than the average, and only twice any worse. If a slack time comes, or if we reach a point where we want to make certain changes, it is very easily seen who the best men are by such a record as this. The second man is one of the best men we have in the plant. You notice that not a single time in the eleven months does he go above the dotted line. He is better than the average both in production and waste.

There is one thing that we found true not only in manufacturing work but in clerical work and everything of that kind, and that is that a man who is slow generally makes more waste and a man who is fast generally makes less. Now, I have had people tell me that they had quantity men and they had quality men, and the quantity man never could be the quality man. I will venture to say that in 80 per cent. of the cases you will find just the reverse. It is true that your quantity man, the man who does a lot of work, wastes more paper, perhaps, than the man who does the smaller amount, but he wastes more because he does a great deal more work. This man is a particularly good man. You can see there was a time when he went down 25 per cent. below the average of his class. Now we come to a man who is exactly the reverse. He is very poor. He is way above



the dotted line. This man would run along about the average. He would average, if you took the year, just about on the dotted line. I charted this because I wanted to show the condition. At this point, due to conditions which we had to control, we had to change this man's work. Look at his production. Look at his waste. It went away up out of sight. The next month he got scared, and he went way down on his production. The next month we found we could put him down on his type of work, and it is very evident what happened. This is simply an average chart.

These records go first to our foremen, to our supervisors, to our clerical managers, etc., that is, to whoever happens to be interested in the type of work. Later they might be posted for inspection by the men, if you wished—we don't do that at the present time, at least except in certain departments—or they might form a basis for a premium or bonus system of payment. As to the merits of the premium or bonus plan I would prefer to say nothing. We have not found it necessary to install such a plan on our manufacturing work, although we have extensive bonus schemes in our clerical departments. We employ about 1800 clerks in the height of the season. Between 1200 and 1400 of those people, girls, work under premium and bonus plans that we don't use at all in our manufacturing department. Careful handling and clever comparisons, well advertised, will do wonders in stimulating employees, and best of all, they like the fun of the game and will boost it. At least they will if you treat them right in wage and in shop affairs. Contrariwise, a bonus which must be set not only from comparative records but also from careful time study and analysis of the men and their work, is so coldly commercial that it sometimes causes discontent. In fact, it is my experience that employees working under well advertised and cleverly devised statistical bulletins, being paid good wages and with shop conditions right, will frequently turn out a quality and quantity of product which is remarkable. The best illustration I can cite of that is the Ford automobile plant. They don't pay bonuses; at least, they did not last year when I was out there, and yet they have got probably the most efficient organization of their kind in the country.

So much for the comparative records of product and waste. These are tangible, direct items, and economy in them appeals to all of us. How about the overheads? Do you tackle them as energetically? Most firms do not; first, because they are intangible; second, because usually such economy hits pretty near home. It is a lot easier to tell Foreman Jones to discharge a man than it is to fire Jones yourself. Winking at overheads is almost a national crime with us. What is the overhead in your shop? For every dollar spent in producing the goods what do you spend in expense? There are two ways of reducing it. First, by keeping up a permanent crusade against it, through personal study and comparative statistics to executives, and, second,

by spreading it thinner over product. Here again reports must vary with conditions. We find that monthly reports showing this month, last month, and last year, itemized, give good results. Also we bill each department for everything (including depreciation, loss on junked or sold machinery, etc.), and this all goes into their expense comparison. Where possible a comparative report, department against department, will produce wonderful results. We find that when we can get the spirit of the thing into the foreman's or the manager's blood, if we can make him see it the same way that the organization sees it, the executives see it, it is sure to work. It is very frequently impossible to make comparative reports of overhead, however, due to the fact that you have not got a uniform basis for comparison.

Spreading the overhead thinner is a wonder as a reducer. For example, a plant runs a 48-hour week. There are 144 hours in the week, excluding Sunday. The plant is, therefore,  $33\frac{1}{3}$  per cent. efficient in time. Its machines, on an average, work 75 per cent. of the time (that is high). The actual machine efficiency is therefore but 25 per cent. of the total weekly time. Suppose that the overheads in this plant were 100 per cent. For each dollar spent productively another dollar would be spent in expense.

Suppose that this plant, which has 100 per cent. overheads, and which, so far as the total hours per week are concerned, is 25 per cent. efficient in machine operation, should be made 100 per cent. efficient, then for each dollar spent productively there would be added theoretically 25 cents for overhead, making the total cost \$1.25 instead of \$2. Of course 100 per cent. is not possible in practice, and overheads would rise somewhat as business increased. I know the illustration is overdrawn; it is overdrawn considerably, but it demonstrates the condition, and, gentlemen, at this one point is surely located the secret of big profit for the printer. Overhead ordinarily is the most important and neglected factor in American plants, and it will bear careful and thorough investigation.

Gentlemen, this morning, I think it was, Mr. Tipper mentioned that one man would come to him with an estimate that was 30 per cent. above that of another man. Of course I know that in a good many cases that is due to the fact that some one of those men did not know his costs, but in a great many cases it is also due to the fact that their overheads vary, vary very decidedly, probably. We hear much nowadays about scientific management, but scientific management, at least in practice — perhaps in theory it does, but at least in practice — pays very little attention to the overhead. In fact, it increases the overhead as far as percentages are concerned. The whole question of overhead is of vital importance.

That is a little off the subject of statistics, but it is through the figures that we discover the situation and through them that we keep

track of and improve the troubles. Do you know the actual machine operating efficiency of your plants based upon the 144 hours in the week? Not many know, I am sure. I took a trip this spring through a number of printing houses, and they all either could not or would not answer that question. They said, "We get all the business we can get, and we would be glad to get more, and even then we are not busy." Other people said, "Our conditions do not warrant the development of such an idea." Very well, I am not addressing you as individuals but as a class, and I *know* that the ideal condition is at least partially attainable. One firm (it is not the Curtis company) here in the east, working on a three-shift, 144-hour week, has reached 84 per cent. machine efficiency; in other words, every machine in their plant averages busy 20 hours out of every 24. Figure out your percentage, compare with this and see how much more profit on the same turn-over this fellow makes than you do.

Can I say a word more?

There is one other thing that came up this morning. It was not in this paper at all, and does not have anything particular to do with it, but we had an interesting experience, and I think you would possibly be glad to hear of it. One gentleman who spoke mentioned suggestions and their value. For a good many years the Curtis company has offered a \$1, a \$2, or a \$5 prize for good suggestions. "Write out your suggestion and send it in to a suggestion committee, and if it is good you get \$1, or \$2, or \$5." What we did last fall simply exemplifies how suggestions can be increased, and also drives an added spike in the argument that you have got to advertise to your own people in order to get results. We decided last fall that we would have a suggestion contest. We appropriated \$300 for that purpose. It happened to come to me to handle. I told the general manager that I was going to use \$200 of that for prizes, and I was going to use \$100 for advertising among our own people. He said, "All right, go ahead." We started out by having posters announcing these prizes posted all over the plant. We started with a \$50 first prize. The contest ran two months. For two months we would get suggestions in, then we would have a committee that would judge them, and to the best person we would pay \$50, to the second \$25, etc., until we used up the \$200. I think there were about 28 or 30 prizes altogether. Of course some of the low ones were very small. Now, we put posters all over the building. We included two color slips in all the pay envelopes. I got the managers to sign a personal statement telling their people what a fine thing this was, and they wanted all of their people to be in the winnings if it were possible; they wanted their department well represented. We posted comparative bulletins, showing the reports that had come in from the different departments. We played each department against the other. We got the manager to worrying if he found he had got a few suggestions in and some other manager had got a lot.

He figured out that the management would think that he was not on his job very strong unless he got more out of his people.

When we got through we had about 1,200 suggestions, and that is some record, too, if any of you gentlemen have ever tried it,— we had about 1,200 of them. Then we had the judges meet and go over the thing. The first prize, the one that won the \$50, figured out to be worth about \$7,500 a year to the firm. Two second prizes were given, because the suggestions were so good; they were worth about \$4,000 apiece. Those were dollars and cents savings. There was not any question about whether the scheme would work or not. We knew it would work; that is, we could get answers, suggestions. At any rate, when we got through we found that we were going to save during the next year about \$30,000 through that expenditure of \$300. Of course we cannot have a successful suggestion contest again, because we cleaned the suggestions up pretty well that time, but I don't believe there will be a year for some time to come that we won't have a suggestion contest for two months every fall. I mention that as an example of the interest a suggestion contest will bring out, and of how successful it is from the firm's viewpoint. (Applause.)

**THE PRESIDENT:** The next subject before us is "A Bird's-Eye View of Cost Accounting," by Mr. Richard W. Gardiner, of The Richard W. Gardiner Company, Baltimore. Mr. Gardiner, gentlemen of the convention.

## A BIRD'S-EYE VIEW OF COST ACCOUNTING

RICHARD W. GARDINER (BALTIMORE)

**MR. CHAIRMAN AND GENTLEMEN:** Just to allay any suspicions in the minds of you gentlemen, I want to say right here that I have never made a speech in my life. Incidentally I'm glad of it, as otherwise I wouldn't be here. No man who had the slightest pretensions to being an orator, or speechmaker if you prefer, would risk attempting to talk on as dry a subject as cost accounting. I have gathered from your committee that what is desired is a general talk on the subject, the results obtained, and the benefits derived from an adequate cost system. I shall therefore try to avoid the extremely technical side as much as possible, and in order to do so have thought it best to write a few notes on: A Bird's-Eye View of Cost Accounting.

A good many years ago a man went into business.

For a long time his transactions were so few and so small that he had no trouble in remembering all about them, and even after he had begun to give credit he could easily remember how much was due him, by whom owed, and when it was due. Finally it outgrew his memory and necessity forced the development of bookkeeping. Accounts

were kept in a very crude way, but eventually business men everywhere adopted the method of keeping books by double entry and thought that the acme of perfection had been reached. They were perfectly content to sell their goods at what they could get for them and trust to luck to make them for less than the selling price. They were successful, because competition was not very keen and the era of close prices had not arrived. The lack of adequate transportation facilities prevented merchants at any distance entering the field and competition was largely restricted to local firms. But at the present day all is changed. Quick and cheap transportation facilities have made competition not local but worldwide. The manufacturer if he wanted to be successful was forced to know where he stood, not only at the close of his fiscal year, but all the time, and also to know just how low prices he could make in competition without encountering a loss. This demand for new and better methods of accounting became stronger and stronger until the inventive genius which is part of our inheritance came into play and modern cost accounting was developed to supply that demand. History repeated itself, and for a time the records were few and not too accurate, and the memory of the manufacturer was still the main reliance. Gradually business grew until no man on earth could direct it intelligently from memory, but improvement in methods kept pace with the growth of business until to-day the executive head of a big business sits in his office and makes his decisions on the basis of statements prepared by his subordinates, the details of which he neither sees nor cares about, knowing that his system safeguards their accuracy. He names prices for work running into large sums after a mere glance at the figures, because he has confidence in the accuracy of the cost figures on previous work, with which his accounting system has supplied him.

Patten, who attempted to run a corn corner in Chicago some years ago and failed, stated under oath that the prime cause of his failure was poor bookkeeping, which prevented his obtaining accurate information as to where he stood at each stage of his operations. Unless the manufacturer of to-day makes use of the improved methods which he has at hand he is running the same risk that Patten ran, with no better chance of success.

The National Cash Register Company also emphasizes this fact in one of its advertisements as follows: The man who carries his business in his head never gets ahead in his business.

Before cost accounting became what might be termed an exact science, the general method when bidding on a contract in question, was to call in the foreman and ask him how long he thought it would take to run the job off. On his estimate the labor cost was based. In the business in which you gentlemen are engaged the next step would be to figure on the amount of paper, ink, etc. On the materials the figures would probably be sufficiently accurate, but on the

guess of your foreman, an intelligent guess if you will, but a guess nevertheless, depended the cost of your labor and overhead, because all of this hangs on the time necessary to run the job. You will see that in an estimate derived in this way the major portion of the figures depend for their accuracy on what at best must be called an intelligent guess. If the bid is against a competitor who has an adequate cost system and whose figures are naturally based thereon, one of two things is likely to happen. If your foreman's guess is too high you lose the job, and if it is too low you lose money. In this latter case you may never know it, as the profit on your other business may be sufficiently great to offset the loss on this particular job and yet show a profit at the end of the year.

Now what is this thing called "Cost Accounting" or "Cost System?" Most men think a cost system consists of an elaborate and beautiful set of complicated forms with lines ruled in all the colors of the rainbow, which require the services of innumerable clerks at enormous salaries to keep up, and they are all sure that while some such thing works very well in some other business, it could not possibly benefit him personally because his business is different from any other.

A cost system is a vastly different thing from the outline I have given. In the first place, while it is possible for the smaller manufacturers to get together and have a uniform system designed which will give them good results, and I believe the *Typosetæ* has had one designed which has proved very valuable to a number of its members; there is no such thing possible for large manufacturers. It is a comparatively easy thing for the small manufacturer to slightly rearrange his business to conform to the requirements of a standard cost system, but it is out of the question for the large one, who often is operating several separate and distinct kinds of businesses under one roof, to do so; consequently he is obliged to have a system designed which will fit his business, and this system, to be successful, should consist of about 90% plain common sense and 10% system.

Cost systems are not the complicated things they appear to be at first glance. Every manufacturer has some method of his own of approximating costs, and while some of these give fairly accurate results a majority of them do not. It is a rather simple matter to ascertain how much raw material goes into the finished product, and also how much direct labor was necessary to convert that raw material into finished goods, but it is not so easy to ascertain how much overhead expense or burden is properly chargeable against any particular job or operation. Cost consists of only three items: material, labor, and overhead expense or burden, and almost all the inaccuracies are in overhead. Once the overhead is properly taken care of, the problem is proper controlling accounts, so that the cost books will balance exactly the same as the double entry books did prior to the time when cost accounting became a necessity. There is no difference

between the two in principle, the only difference being that in one case we deal with Henry Green, John Jones, William Brown, etc., while in the other the accounts have names, such as Materials, Labor, Work in Process, Manufacturing Expense, etc. In both cases we debit what comes in and credit what goes out, and likewise in both cases debit balances represent an asset and credit balances a liability.

The proposition that the cost accountant makes the manufacturer now is a twofold one. In the first place, part of its cost of both installation and maintenance is insurance against loss by reason of too low prices. In the second place, it is an investment in improved methods, which investment, properly looked after, will bring in as large a return as one made in improved machinery.

The value of a cost system depends largely on the extent to which the figures are used. It is unquestionably true that every figure that is put on paper represents a cost, just as every hour worked in the factory does, and it is just as possible to obtain a return on one as it is on the other. The prime reason for a cost system is to provide a basis for a proper selling price, but the use of a cost system does not stop there, because it shows the details of cost, and a careful study of these details puts the manufacturer in position to cut out items of expense, the saving of which will more than pay for the maintenance of the system.

A properly designed system is like a chain attaching all the elements of cost to the profit and loss account, and if one link is broken you are better off without any, as the results are bound to be misleading. The system should provide for controlling accounts, which show the manufacturer just how much money he has tied up in raw materials, in work in process, and in finished goods, and if he has more money invested in any of these items than the volume of business warrants a little care on his part often enables him to reduce his investment and either use the surplus to better advantage elsewhere or reduce his loan at the bank. These controlling accounts are of incalculable value in the event of fire, as they constitute a proof of loss which is very hard to attack. A monthly profit and loss statement should also be provided for, showing amount of goods sold, the cost of same, and the profit or loss. With this information before him the manufacturer is in much better position to direct his business than if he had to wait until the end of his fiscal year, as so many do at the present time.

There are probably some gentlemen here who do not altogether understand what I mean by controlling accounts, nor why they are so vitally important in connection with a cost system. We are all familiar with the cash account, and we know that at the end of each month the total of each side of the cash book is posted to the cash account in the ledger. The balance in cash account then is the figure with which the cash on hand must agree, or, in other words, it is the

controlling account. The total of raw material purchased is charged at the end of the month to Materials account and the total material used is credited to this account. The balance will be the cost value of all material on hand, and if it is not the cost clerk handling the details has made some error, which he must locate.

One of the most important controlling accounts is Work in Process, as it is the account which acts as a check on the accuracy of the cost clerk. The charges to this account consist of only three items: first, the total material used, and that is the credit to Materials account; second, the total productive labor; and, third, the total overhead expense or burden. The account is then credited with the total cost of completed work, and the balance will be the cost value of uncompleted work. If the cost clerk handling the detailed charges during the month has failed to post any item to his cost sheets, he will be short exactly as the cashier would be short in his cash if he made a payment and failed to enter it on his cash book. If the cost clerk's balances on his cost sheets agree with the balance of this account, the manufacturer can feel sure that everything has been posted at the correct figure, and the only error possible is a posting to the wrong account, which is an error that no system will prevent. It is of course possible to operate a cost system without this control feature, but you have no means of catching errors if any are made.

The necessity for control is shown very clearly in another way. The average employee is honest and is very careful in handling your cash and can always account for every cent. Give him material, though, and only too often the reverse is the case. He would not think of holding back cash from one authorized expenditure because he might need it on the next, but he frequently holds back material issued on one job because he thinks he may need it on the next, and he may not know when that next is coming, either. Proper control makes this rather difficult.

Almost every man has some pet hobby in business just as he has in home life, and often this hobby is some one line he is making or some customer whose business he thinks is very profitable. When the cost figures show that he has been wrong he feels very much like little Jimmie's mother did when the next door neighbor came in and complained that Jimmie had hit her Johnnie in the eye. Jimmie's mother knew that Jimmie would not do such a thing and that it must be a mistake, and the manufacturer knows it must be a mistake, but ninety times out of a hundred it is not.

Cost systems are not always a success. In some cases the accountant is inclined to use too much red tape and does not consider whether the cost of maintaining the system, or certain parts of it, will not amount to more than the saving effected. This, of course, is the fault of the accountant, who may not have sufficient practical knowledge of the business to enable him to determine the amount of saving, but by



working in close touch with the manufacturer, who has the practical knowledge, this could be avoided.

It is almost invariably the case that the factory employees resent the installation of a system, because they all have the idea that the more information they keep to themselves the more valuable they are to their employer and the less likely they are to be discharged. They also resent the fact that the system will show which of them are doing good work, or the reverse, and they all have a very exaggerated idea of just what it will show. They have some ground for their belief, but they lose sight of the fact that if their employer is put in full possession of the facts, by reason of his superior experience and knowledge he can so direct their work that they will accomplish a great deal more without expending any more energy, thereby rendering themselves very much more valuable to their employer. It is also a fact that the best men will be shown in their true light and the only ones who should fear are the idlers and incompetents, and as they are bound to be discovered before long it does not seem as though the good men should go to any trouble to defend them.

A house built on a sand foundation is not likely to be very substantial, and as prompt and accurate information as to factory operations is the foundation of every cost system, it will not be very stable unless that promptness and accuracy exist.

One of the principal reasons for the failure of a cost system is the manufacturer himself. He sees some figures that he thinks are wrong, and he loses confidence in the results, and the first thing he knows the information is all over the factory that the boss doesn't believe in the system, and then all the work and expense have gone for naught. He would not lose confidence in his bookkeeper because of an occasional item posted to the wrong account, but he very often does in his system if he discovers an occasional error in the work of his cost clerk.

While a cost system is new it requires a great deal of faith and patience on the part of the manufacturer and it also requires courage enough to force his employees to carry it out exactly and keep every link of the chain intact. If he will do his part there will not be many failures, and he will find that the returns from his investment in improved methods will be very satisfactory from every standpoint.

Some professional men apparently attempt to cover up their work with a great air of mystery and to create the impression that it is very complicated and hard to understand. I have tried to convey the impression that cost accounting is not complicated but simple and easy of understanding to anyone who knows the first principles of bookkeeping, and if I have offended any of my fellow accountants who incline to the mystery theory I can only say I am sorry, but I cannot take back anything I have said.

Thank you. (Applause.)

THE PRESIDENT: The next subject is "Promoting Knowledge in Estimating," by Mr. W. C. Root, Secretary Berkshire County Typothetæ, Pittsfield. Mr. Root of Pittsfield, Mass.

## PROMOTING KNOWLEDGE IN ESTIMATING

W. C. ROOT (PITTSFIELD)

MR. PRESIDENT, MEMBERS OF THE UNITED TYPOTHETÆ AND BEN FRANKLIN CLUBS, AND GENTLEMEN: I have chosen for a title "The Value of an Estimate," and I sincerely trust that what I have to say will help in promoting your knowledge in estimating.

The value of an estimate begins with the knowledge of the estimator. The more practical experience a man has had the better an estimate he is bound to prepare. The estimator should take the so-called given job and before he makes a figure he should give it careful thought and study; he should become familiar with the contents of the specifications. He must get the job in his mind's eye, and while it's there he should be able to take an imaginary journey through the plant with it; i. e., he should carefully weigh each and every operation and decide whether or not this or that department is rightly or wrongly equipped, and he must determine before figuring begins if his plant is entitled by rule of equipment to handle this certain job.

He must fortify himself with all available knowledge that will help in making an estimate, such as having a correctly laid out estimating blank containing every conceivable operation necessary for the handling in its entirety of any printing and binding job. It is true that this blank will be looked upon at times as unnecessary or perhaps too large for the majority of jobs; but when all of the valuable operations are there and the careful estimator recognizes them, it's dollars to doughnuts that that estimate is going to prove nearly correct, at least so far as different operations go. Again, this blank should have provision for any and all information that it is possible to obtain, so that when "future reference" does come, the story is told. I mean by this that if job is secured a mere look at this or that operation or in the material section will answer all questions without any additional figuring. This blank should be of such a size that in filing it and the correspondence regarding it, all can be cared for in the same file. A size, for example, 11 x 17 inches flat, can be made to accommodate all operations, and when folded once will make that standard 8½ x 11 inches in size.

The estimator must be able to figure the number of words, or of ems, in a square inch of a given size type; must, of course, be familiar with the different sizes of paper; must even be acquainted with a trivial thing like the working possibilities of a certain ink, and a lot of other such information. "Too much knowledge along these lines

is impossible;" and for your own sake and the good of your employer or company don't ever think that you know it all. Be open to suggestions and welcome always any just criticisms.

Here's a big, broad, straight-from-the-shoulder fact—(and all of you should let it sink in)—if your office or plant lacks a cost system (I'm going to say right here the Standard Cost System of the national organization, because I believe it more accurate than any), you have no legitimate right to figure on any job. Why? Because you don't know positively what you are doing. Why? Because if you do not know accurately the cost of this and that operation, and because if you have not allowed in your cost for light, heat, rent, power, replacement, etc., where are you going to get off? Where? Why just around the corner, where the fellow with the red flag is waiting; and it's fully as well to accept and even welcome his call in the early stages as it is to slave and strive for years, only to eventually go down and out; when, gentlemen, you only need in the beginning to practice the "beaten way" of men in other lines of business,—of first determining your costs and then selling your product for cost plus a right-and-just living profit. If you want a home for your family, and if you want the common necessities of life for their sustenance, and if you ever want to own an automobile like your neighbor, the grocery man or the plumber, just make up your mind that you must get more than 10 or 15 per cent. profit over and above cost to make good.

No matter how good an estimator you may think you are, you must endeavor to be primed by continuously keeping your eyes and ears open in an effort to accumulate more and better knowledge, which, by the way, is daily accessible, be it in organization meetings, in talks with your printer friends, or in the trade papers.

Now, gentlemen, with these few facts or suggestions before us, we will begin to prepare that estimate. The tug of war has begun.

We have for use the Standard Estimating Blank, and we have the findings of the Standard Cost System, which, by the way, is Standard because it is the least complicated, because it has been tried and found true, and because it is elastic enough for adoption in either the large or small shop, and we know from the latest reports that to turn out an hour's composition costs \$1.41, an hour of presswork on platens costs 80 cents, and an hour on 25 x 38 cylinders, for example, costs \$1.37, and so on down the line. Keep in mind the fact that common sense correctly practiced will bring you out pretty nearly on top; and, say, if in making a calculation you find you're in doubt, give your firm the benefit of that doubt, and don't be guided in this estimate by what you think Smith is going to do, but get at it with the facts before you of what your plant can do and make your estimate as if you were the only printer in your locality.

We start off with composition, be it hand or machine. We work down to make-up, lock-up, stock, make-ready, presswork, etc., and

it is advisable always, before placing figures on the estimate blank, to take at least two good looks at each different operation, as that second look may oftentimes change your ruling or finding. Study every operation as it applies to job in hand, consider well the stock, its quality and finish, and if it requires a little more attention than ordinarily in working, why, charge a little more. Consider that one thing, ink, the item that nine out of ten times is overlooked; realize that it costs money, that there is some waste to it, and also that all inks don't work alike on all kinds of stock, and for this reason a slightly greater or less charge should be made. Go right down the line until you come to the last operation, and then get your total cost, and don't forget to add that right profit, and remember it must be more than 10 or 15 per cent. If there is an adding machine handy, use it to secure your total, as a slight error on your part may mean the loss of a new hat or a suit of clothes, or perhaps that automobile. Better go back, too, and double check to see if you haven't tried to "Jesse James" the customer. It does happen sometimes, you know.

The estimate is made. Have your prospect realize that it is not a "bid;" it's simply your viewpoint based on all knowledge procurable. Let him understand that it covers a certain amount of protection for yourself, and also have him realize that it is only to act as a guide, and that the final result is to be determined by carefully and honestly kept time blanks, which make up your system of costs, and this plus that certain percentage makes the selling price. Also have him realize that your brains, your quality, and service have been covered.

If the work is secured or lost, the estimate still has a value. If the job is secured, use it to get a right start in making out the order, in ordering material, how the job is to be handled in composing room, pressroom, bindery, etc. Make comparisons as you go along from operation to operation, and profit by your findings, so that when you prepare another estimate of a like nature you don't have to do, perhaps, so much studying. The estimate will indicate to you, for example, that you overlooked a certain spoilage of stock for preparation, that is, getting the job ready, and that next time you will have to add for it. If the order is lost, the estimate is a permanent record for use should a price be asked for again at some future date; or it could be used for reference on work of like nature when figures are asked for.

Of the estimate blanks there are undoubtedly a thousand and one different "make-ups" in the United States, and in a recent issue of one of our trade papers I came across an article headed "Uncle Sam as a Shopper," and the job in question was one million pamphlets. Thirty-one print shops pitted their brains and "know-how" against one another, with the result that bids varying from \$3,500 to \$10,900 in these thirty-one estimates were the result. I became interested, of course, and concluded I would try to find a reason for this variation, and I wrote to each and every one of these thirty-one firms, asking for

a copy of their estimate blanks. All but four "came across," and these four gave justifiable reasons for not doing so, but I am convinced more than ever that the estimate blank is mostly to blame for the variation, as out of the 27 received no two blanks were printed alike, and every one of them could stand much improvement, and this from a jay like me, who lives in a little bit of a town. This improvement could, I think, be brought about by first installing the Standard Cost System and becoming familiar with its teachings; and then the Standard Estimate Blank, or at least one containing as many or more operations, if that is possible.

Gentlemen, my time is up, and in "shutting off" steam I want to leave with you just five good rules for your consideration and perhaps guidance in making an estimate.

No. 1 — Put in the Standard Cost System and the Standard Estimate Blank as issued by our national organization and be guided by them. They will help wonderfully to eliminate the evils of ignorance and the cussedness that oftentimes creep in in the make-up of an estimate. It might be well to tell your brother printer about them, too. If you can get him working along the same lines you work, you will both get an automobile at some time.

No. 2 — Go down the line and follow the items on the estimate blank, consider every one of them carefully as to whether or not they enter into the job in question and be careful none are overlooked.

No. 3 — Don't guess as to the time of an operation. If you are in doubt, go in and talk with your foreman or one of your workmen; they have a few brains, you know, and they might be able to help you.

No. 4 — Bear in mind that the national body also issues a Standard Price-list, the result of much careful study and thought, and that you won't go far wrong if you live up to its suggestions as to prices and rules for working out problems.

No. 5 — Make the estimate according to your equipment and to your cost record, and don't think that because Smith is selling composition for 80 cents you can, and fool yourself, the same as he did himself, by figuring that way. If you hear of a low cost in another plant, find out, if you can, the why and the wherefore, and perhaps you'll learn something for your good.

I want to thank you, gentlemen, for your attention. (Applause.)

THE PRESIDENT: The next address, on "Promoting Knowledge in Estimating," is by E. P. Mickel, Secretary Nashville Printers' Club. I want to take occasion to say here now that the speakers should endeavor to keep their time down to the limit or we will not finish this afternoon. Mr. Mickel of Nashville, gentlemen.

## PROMOTING KNOWLEDGE IN ESTIMATING

E. P. MICKEL (NASHVILLE)

MR. PRESIDENT AND GENTLEMEN OF THE CONVENTION: Printing has been overestimated and undersold. We have been long on estimates and short on orders. We have not had the right conception of what an estimate is for. This morning Mr. Blanchard told us we were the greatest bunch of gamblers that existed in business, and I want to say the cutest little gambling device we have got is the estimate. Perhaps that is not the kind of knowledge you expect to have me promote, but I want to talk facts as I have found them.

The knowledge of estimating we possessed and have used has been based largely on the individual idea, and was used as a vehicle to convince ourselves that the price we desired to make on the job was justified—now isn't that so?—and the price we desired to make was the price that would get the order.

Sometimes we speak of a man as having been to prison and as having served time. In my experience as an estimator, and I have had some experience, I sometimes think when a man has been on the estimating desk for a number of years he, too, has served time. The big chief has come to me and said: "Mickel, business is quiet. We need this job. Now get busy and estimate this so we can get it." That kind of instruction conceives a wrong idea of what an estimate is for.

These so-called estimates and our methods of estimating are the most pernicious, the most abused factor that enters into the printing business to-day.

A little knowledge of estimating is a mighty dangerous thing. (Applause.) We dislike to admit this, because a great many of us are still wedded to our idols; we are still bound in chains to the traditions and measures of the dark ages, the ages before we had the cost system.

But the cost system, with its unfolding of real knowledge as to hour costs and units of production, has "shown us." We know something is wrong, because too frequently we find after the job is completed that there is no comparison between the estimate we made and the completed cost sheet; and do you know, some of us still believe after we get those figures before us that somebody has made a mistake in the cost sheet and the estimates were right after all. (Applause.) Enough people, however, have become convinced to create a demand, and a growing demand, for more knowledge of estimating, a better knowledge of estimating, a knowledge that will make estimating safe and sane to the customer as well as to the print shop, a guide as to what the probable cost of a piece of work will be when executed under normal conditions and efficient handling.

Estimating is the most particular, trying part of the printing business.

Those of us who are engaged in organization work as "hired men" are frequently called upon to handle classes in estimating, to train estimators for the printing office, and they send up to the classroom everybody from the office boy to the foreman, salesman, clerk. Everybody that wants to be an estimator and conceives that that is his vocation in life I don't believe can succeed as an estimator. There has never been, there is not now, and there never will be any set of rules or tables which you can set down and learn and then take any job of printing that comes along and estimate it. (Applause.) There has got to be a broader foundation back of it. It may be possible in the simpler forms of commercial work that we may have some rules and tables worked out after we ascertain the units of production in a satisfactory and reliable way, but, after all, the work that rules and regulations and tables of that kind would cover is best handled by the U. T. A. price list. That price list covers this work that is so easy to estimate that everybody wants to take a shot at estimating.

In a neighboring city in my part of the country there is an organization, and I was over there calling on the secretary, and he was showing me what a beautiful thing he had for the salesmen in the town. He had a little estimate blank about as big as your hand; you could hold it inside of your hand, and he supplied all the salesmen and solicitors that went out to peddle goods with this little estimate blank. He said, "Now, when a man wants an estimate, why, the boys can make it while he waits." I said, "Brother, you ought to be ashamed of yourself. That isn't what this organization is paying you for. It is paying you to do the estimating. One of the greatest mistakes all of us printers make is when we undertake to make an estimate of any character while somebody waits." (Applause.)

In other words, the estimator must be able to completely analyze the job placed before him for estimating. He must be able to lay it out and to say how it shall go through the shop in the most economical and efficient way. Unless he can do this he is not qualified to hold the job as an estimator. He must take into consideration the normal hour cost, the average hour cost. He must take into consideration the equipment of his plant, because we like to flatter ourselves sometimes and say that we do all classes of printing. When I was a boy we used to put in the country paper on which I learned my trade, "Everything printed from a visiting card to a 3-sheet poster," and printers have not got over it to-day. They want to corral everything in sight, regardless of whether they can do it or not. I had a case come up in my town recently. A young man who runs a 2-platen shop came in to me with one of these little ice coupon books and wanted to have an estimate made on it. I said, "Go chase yourself. It will cost you ten times more to do that job than you can go out and buy it for.

That is a specialty, printed in two colors, and perforated, and numbered throughout on both sides, and bound into a little book. You could not do that job yourself under \$25, and you can buy it for less than half of that. That is printed in Birmingham. Send down there and buy them and supply your customer with them and charge him a profit." That is the trouble; we want to estimate on everything that comes along; whether we can do it or whether we cannot does not make any difference.

We can promote a general knowledge as to the normal hour cost, the average hour cost, if you please, based on average equipment, and when we have a continuous record of the performance of the different machines used in the manufacture of printing, extending over a long space of time, we may have a safe basis for arriving at a standard unit of production. But the hour cost and the unit of production alone are not sufficient. They are essential; they will go a long way towards a basis for standardizing and imparting a knowledge in estimating, but there are so many other things that enter into an estimate of work of any consequence that I believe it is impossible and impracticable to lay down any set of instructions whereby an estimate can be made simply by a set of rules.

No two competent estimators will form the same conception of a job from identically the same specifications, because it is not human. Every one of us has a different viewpoint, and we don't see the completed job in the same way, and for that reason, and for the reason of a difference in equipment, we have such a variation in estimates. It would seem, therefore, that we should teach this: that an estimate should be made, based on the best knowledge obtainable as to what the work is to be when completed; that it should be made with the idea that it is at the best only a guide, and when made under these conditions, checked and corrected, it should not be changed unless the specifications on the work are materially changed; that because someone is higher than we are, or someone else is lower than we are, that does not make our estimate wrong; that it should be made with the idea that it is the probable and not the actual cost of any particular piece of work; that it is made on the basis of the shop's equipment, based on the normal hour costs and unit of production, and to this estimate, of course, should always be added a reasonable profit.

Have you had this experience, any of you? You have made an estimate; you have made your price based on this estimate; you have gone out with it to a customer. He has said, "You are too high." "Well, may be there is some mistake in the estimate. Just excuse me while I go back to the office and look over that estimate." Then you go back and trim it, and go to see him again.

We must have a broader knowledge of estimating itself, a fuller knowledge and a more generally accepted knowledge; we must have a belief and an understanding as to what the estimate is really for.



Gentlemen, one of the great things we need in our whole organization work is belief, satisfying, sustaining, abiding belief in the things that we have learned, the things that our books show, the things that our accounting system tells us are true. What would you think of a man who, having had the cost system in his plant for two or three years, sat down to make an estimate and said: "Now, business is awful bad. We need business. I guess I will make up this estimate and deduct the depreciation and interest, make it up on that basis." Does he believe in the things that have been told him? What I am asking for is a belief in the things that we tell you.

We have had too much estimating in the past, too many estimators without real knowledge. In the last analysis, gentlemen, it is not the estimate that sells the work, it is the salesman.

Thank you. (Applause.)

**THE PRESIDENT:** The next subject on the program is "Simplifying the System." The first address is by E. S. Aleshire, of The Standard Printing and Publishing Company, Huntington, Pa. Mr. Aleshire not responding, I will call on Mr. H. W. J. Meyer, of The Meyer-Rotier Company of Milwaukee, on "Simplifying the System."

## SIMPLIFYING THE SYSTEM

H. W. J. MEYER (MILWAUKEE)

**MR. CHAIRMAN AND GENTLEMEN:** The question, "Why don't you install a cost-finding system?" is one many have often been asked to answer. "It is too much work," "The expense would merely increase the cost of production," "My office is too small," or "The system is too complicated," are some of the replies most frequently made. When requested to co-operate in a matter in which we feel we have little or no interest, it is quite natural to offer some excuse.

In my opinion, no employing printer can find a valid excuse for operating his plant without a cost-finding system.

The problem of cost-finding seems, to many, rather difficult and complicated. I am sure that every printer in this room has more than once felt the need of knowing the exact cost of an hour's time in the various departments of his establishment. I am sure that many often felt inclined to make an effort to ascertain these costs—almost persuaded themselves to install a standard cost-finding system—but the proposition seemed too difficult, too complicated.

For a number of years, prior to the first International Cost Congress and the appointment of the Cost Commission, there was no uniformity in the methods of printers in their attempts to determine cost. Every man had his own idea of how to find the cost of production, and there was no unit of value established. Consequently,

when printers met and discussed the subject, they were usually talking along widely divergent lines, but the Cost Congress changed this, and the Cost Commission evolved the idea on which the Standard Cost-Finding System is founded, viz:—I. The hour's time as the unit of value. II. Keeping accurate departmental expense accounts. III. Keeping an accurate general expense account. IV. Keeping track of productive and non-productive time and dividing the general expense on a pro rata basis, adding the same to the respective department costs and finding the hour cost by dividing the total department expense by the total productive hours.

There can be no simpler method if the true cost of production is the end sought.

Is it possible that after the Cost Commission has given the matter of cost-finding so much study, the Standard Cost-Finding System, which has been approved by the five international cost congresses, is still so complicated that the small printer cannot apply it to his business? Is the fault with the system or with the printer?

In my opinion the system is adapted to all offices,—from the largest to the very smallest—the one-platen shop.

It is true that the smaller shops are not obliged to keep records of as many departments as the larger ones; it is also true that the smaller offices do not require as much detailed information as the larger establishments. The blanks as issued from the headquarters of the United Typothetæ and Franklin Clubs of America may provide for more departments than are necessary for the smaller plants. This, however, does not make the blank complicated. The departments not used can easily be omitted from the blank if not required. The various expenses may be itemized in greater detail than is necessary for the smaller office. If the amount expended for postage is only a few dollars per year, it is not necessary to keep an itemized account of it. The same would apply to other minor expenditures.

But it is very necessary to know the total amount expended for each department, although there may be only two very small departments—*ope*, perhaps, having only one stand of type and a stone and the other one platen press.

If the total amount of expenses incurred in each department is known, it is an easy matter to apportion the proper amount of general expense each department is to bear. If the entire cost of a department is known and a record of productive hours has been kept, it is a simple matter to divide the amount of the expenditure of a department by the number of productive hours of that department to ascertain the cost of the sold, or productive, hour of that department. Every office, although only one person is employed in it, must keep a pay roll of some kind. It is a very simple matter to keep a separate record, on the same sheet, of the non-productive and idle time, if there be any, so that the amount of productive time can easily be ascertained.

The simplest cost-finding system, then, would require a separate record of departmental expenses (pay roll and other expenditures incurred for the department), a record of the general expenses, and a record of the productive time.

Every employer is, no doubt, now keeping all of these records except, perhaps, a separate record of the productive and non-productive time. It is only necessary for him to properly classify the various expenditures to enable him to charge such expense to the department for which it was incurred.

The Standard Cost-Finding System requires a record of nothing more than the items just given. On the sample blanks issued by the United Typothetæ and Franklin Clubs of America are enumerated, for the convenience of those using the system, a number of items of expense. The blanks are also a guide to those contemplating installing a cost-finding system.

The same system can be made very elaborate by itemizing all expenditures, or by subdividing the cost of an hour's time, to enable the employer to know in just what way the cost of the hour was increased or decreased. This undoubtedly is very desirable information, but not at all necessary.

A cost-finding system should be adapted to the needs of the office in which it is used. The Standard Cost-Finding System is simple. It is a practical system for offices of all sizes, and anyone who thinks it is too elaborate for his needs, I am afraid, has not studied it sufficiently, or has not firmly made up his mind he would use it if he found it adaptable to his office. He has not considered the matter seriously.

The only way to install a cost-finding system in a plant is to make up your mind that you are going to do so — not only because your neighbor has one, but because it is the only right way to operate a manufacturing plant, the only proper way to stop losses, and the way to make more money if you are already successful. It will give you the courage, the backbone, to ask the right price. You will be fortified when informed that your price is too high (an expression very commonly used by buyers of printing). Make up your mind that if there is any good in it you want it. Give it a fair chance. I know of no better way of simplifying the system. It is not a matter of forms or blanks, but your mental attitude towards the system which makes it appear simple or complicated.

When something new is presented to us, we are usually very ready to turn it down and say we can see no merit in it; the plan is not feasible; it will not work. But, after due and more deliberate consideration, we often find it just what was wanted, and that the proposition, when analyzed, was not nearly as complex as we thought it was. I am certain that many who at present use a cost-finding system had to be urged to install it, but now could not be induced to part with it.

It is a part of their equipment. In fact, it is the best investment they have.

Simplify the system by adapting to your office only as much of it as is necessary to give you accurate costs of the departments operated by you. If you have not already installed a system, do it now. Do so as soon as you return home. If you do not understand the Standard Cost-Finding System thoroughly, write to the headquarters of our organization; write to the chairman of the Cost Commission; or perhaps your neighbor, who has one and knows of its merits, will be glad to assist you. It will not only help you, but will help him also. I am sure that if every printer in this country was operating the Standard System, the general conditions among printers would soon be very much improved.

Do not wait for anyone to introduce an accurate system which is more simple. The longer you delay the more you will lose. The longer you use the Standard Cost-Finding System the more simple it will appear to you. As already stated, it is not complex — it is simple. It is adapted to your business, no matter how large or how small. Try it for a year. I feel sure that you will then agree with me. (Applause.)

THE PRESIDENT: Gentlemen, you would greatly assist the president if you would remain.

The next subject on the program is "Preserving the Balance." The first speaker is Mr. William Pfaff, of Searcy & Pfaff, Ltd., of New Orleans.

## PRESERVING THE BALANCE

WILLIAM PFAFF (NEW ORLEANS)

MR. PRESIDENT AND BRETHREN OF THE CONVENTION: When I was asked by the chairman of the program committee to prepare a symposium of ten minutes on "Preserving the Balance," I was very forcibly reminded of the advice to the railroad section agent to boil down his report, so I believe I have got my paper down to the point of "Off again, on again, gone again, Finnegan."

Preserving the Balance. The Century Dictionary says:

Preserve: To keep possession of; to maintain; to retain; to keep in existence or alive; to make lasting, etc.

Balance: A state of equilibrium; a surplus, harmonious arrangement; just proportion, etc.

The title of the subject assigned to me has always been of great interest to printers, whether journeyman or employer, according to the accepted definition or train of thought suggested.

To preserve a balance—to maintain an equilibrium—oh, how have

printers from time immemorial been up against this proposition! Many times it was after having been to the corner, or, having met a bunch of good fellows, and it was a case of he treated and I treated and they treated. This state of affairs might even have existed at some of our Typothetae conventions after a thirty mile ride to visit a "Model Road House." We all know it can't be done.

Preserve a balance—retain a surplus (in the bank). Before the days of cost-finding, alas, how few printers knew the meaning of the word balance, unless it was a balance due to some founder, machine man, or supply house, which he was struggling to pay. That kind of balance was easy to preserve and nearly every printer had one.

But to the real point of this subject:

Preserving the balance: To keep in existence or make lasting a harmonious arrangement or just proportion, or, in other words, to keep your cost system up to such a standard that you can get everything out of it possible and at the same time not have it overburdened with frills and extensive details that make it a bugbear and burden to your business rather than a help.

For twenty years our business was operated without a cost system, and while our accounting system always gave us the result of operations each month and we knew we were making money, there was no way of telling on what specific transaction money was made or lost.

When the cost system preachment (I thought then and many still think) was being noised about, I felt, what's the use? Besides, if I did adopt it, where would the cost installation begin and the old system leave off and what arbitrary hour figures shall I use not having any experience or standard to go by? However, having gotten by and over all these difficulties, and having learned some great truths, in a very short time other things suggested themselves, until now, after an experience of four years with the Standard Cost-Finding System, we get a great deal of comfort in comparing the number of jobs entered this month with those of last month and same month last year; the number of hours bought; the number of hours sold; the amount in dollars of business done; the percentage of profit on that amount of dollars, all compared in the same way. The result makes one feel more respect for himself as a business man who has a grasp on the statistics and results of his work. I remember as a boy working on cotton reports, when I used to set: No. bales last week; No. bales week before; No. bales same week last year; comparison of this year's bales with last year and the year before. It impressed me then as a gigantic humbug, but now I realize how long the Cotton Man and the Pork Man and the Wheat Man, and for that matter every other man, had it on the Printer Man.

The cost system once introduced properly in any office, no matter how large or small and carefully looked after, will find its balance. Like water it will seek its level, so that the admonition to be careful,

to "Preserve a Balance," need hardly be given, as the intelligent business printer will not only know how to "Preserve a Balance" in his cost system, but the system will "Preserve a Balance" in the bank for him and will cause him to respect himself so much that he will be always in a condition to "Preserve a Balance" on his legs. (Applause.)

**THE PRESIDENT:** The next address is by Mr. D. A. Brown of Kansas City. Mr. D. A. Brown of Kansas City, gentlemen of the convention.

## PRESERVING THE BALANCE

D. A. BROWN (KANSAS CITY)

**MR. CHAIRMAN, LADIES AND GENTLEMEN OF THE CONVENTION:** I don't know how the program committee will expect me to preserve a balance with my little avoirdupois on one side of the scales and where is he of all Germany just gone over to the other side; but thinking that I might overstep the time, Mr. Chairman, I got together with myself this morning and summed up a few notes I had and collected them, so that I read them in my room in just seven minutes in order that we might hasten this program, and I think I can do the same at this time.

Two factors, more than any others, are to-day entering into the production of printing. These factors are Service and Efficiency, both of which are the direct results of the cost-finding propaganda. I take it for granted that the program committee does not in any sense desire a decrease of emphasis upon cost finding, nor upon its resultant corollaries — Service and Efficiency. But they realize that the principles of production must swing into balance if the profits from production are to swing into the bank. Hence, at this time, when the mouth of printerdom is everywhere filled with the cost-finding vernacular; when every plant and every place are considering the best means and methods of cost-finding, it is well to see that we do not lose our balance and abuse rather than use this system.

I. We are all agreed that cost finding is a paramount factor in producing printing. Every new factor in business is born first as an ideal. This ideal becomes real only through experience. However, many times experiences so change an ideal that it loses its potency. Just here, it may be, we find the reason for the waning of cost-finding diligence in many printing plants, since the experiences in the printing industry for the past two years have been tense and testing. From the smallest to the largest printing plants the processes of cost-finding development are as follows:

- 1st. Introduction, either by a complete or partially new system of cost-finding.
- 2nd. Experimentation; running through a longer or shorter period of time in each plant.

3rd. Adjustment — fitting the system to the individual plant.

4th. Speculation — using the cost-finding sheets as a speculator uses his stocks—to shrink or to expand, as occasion may demand.

To many printers the cost-finding system is the one summum bonum. To them it is the conclusive argument used in selling their goods; it is the sole arbiter consulted in fixing the wage scale for their help and the only code of ethics employed in settling all accounts past and present. In fact, I have known the cost-finding system to be the chief asset for some printers when approaching their banker for a loan. Such experiences indicate that we are losing the balance in our cost-finding system. Let us ask ourselves some pointed questions.

Have we so lost the balance in our cost system that it is no longer a system of accurate costs? It is a positive fact that many printers attach no more faith to their cost findings to-day than they used to attach to their cost guessing.

Have we so lost the balance in our cost system that instead of reducing, it has added to our expense of production? One particular printer out our way has so multiplied his system that his composing-room time, at last report, was costing him \$2.00 per hour. It is an inadequate system of cost-finding that will add continued expense to the cost of manufacture every time the printer adds a column of figures that are merely employed to compute the time consumed in the process of that manufacture.

Have we also lost the balance of simplicity in our cost-finding? Many time tables do not make a railroad. Many cost blanks do not make a printing plant. Blanks to tabulate time, material, overhead, distribution of overhead, receipts and disbursements, are all the blanks needed.

Have we lost the balance of knowing how to adjust our system to our growing or to our new business? If we have, remember that cost-finding is merely a science of accounting but the adaptation of cost-finding is the science of success.

II. Service is the first result that comes from a well-balanced cost system. How can we best maintain a balance in serving our customers?

Certainly not by over equipping our plants. For it is better to have a large business and small equipment than large equipment and small business. Idle equipment causes the boss more worry and work than busy equipment. Loading men may be laid off, but loading machinery will not quit the job and draws pay regularly. If we buy equipment for jobs we haven't got, we'll mighty soon sell out our present equipment for the jobs we have got. If we make business too good for the supply man, it may not be any too good for ourselves. Trees were made to branch out, but a printing plant don't want to get too far away from the main trunk. Signing notes for machinery ought to be made a penitentiary offense. The only time a machine is

due in our plants is when we are able to pay for the invoice that is due in the factory. I'd rather run one machine day and night for two months than two machines half-time for one month. Why? Because half-time throws our plants out of balance. Overtime simply puts more load on the scales. Give me a busy shop with a few wheels rather than an idle shop with many wheels. No! Over equipment will not maintain the balance in serving our customers.

Service, preserved in the balance, is measuring any job of printing with the full capacity of our equipment.

Service, preserved in the balance, is not only executing a job quickly; it is executing it right as well.

Service, preserved in the balance, is not bringing all our forces to bear on one job at the expense of all others in the house; it is bringing the proper pressure to bear on every job with a concerted effort sufficient to meet the reasonable demands of your trade.

Service, preserved in the balance, ought not to be a thing so unusual in our shop as that we need to advertise it upon our stationery with red ink.

Service, preserved in the balance, is management, salesmen, help, equipment working in unison to do their best in the least possible time.

Service, preserved in the balance, is not talk in the office — it is the truth; it is not noise in factory — it is intelligence in action.

III. Efficiency is the second cost-finding result most spoken of to-day in the circle of printerdom.

At the outset we must remember that efficiency is a product. It is the fruit of the garden — not the garden. It is a result, and back of that result is a cause. Given a good average printer, a good plant, good workmen, good material, good system, and the result will be efficiency.

Business grows. Like fruit and flowers, it has a planting and a pruning before it has a producing. Like most men, business gets into the second and third generation before it becomes efficient. In your plant efficiency is produced by the brains of more than one man. Do not think that any one man is the center of your efficiency and all other men must resolve around him.

Efficiency, like a well formed woman, has this fault — it is prone to be too proud of its exposed parts. Every plant that advertises present efficiency advertises at the same time past deficiency. Invest every ounce of man and every cent of money that you possess to keep to the front in efficiency; but do not get so far ahead that you cannot be reached by a suggestion from your competitor.

Do not talk your own efficiency too much. It will detract from your product, which ought to do the talking for you. Do not look for efficiency in the kid gloves of the front alone. Expect it as well in the black hands, soiled clothes, and sweaty features of the men in the plant.



Do not charge for efficiency if you are a printer; if you pose as one and are not, then charge for what little efficiency you have plus 25 per cent. profit.

Do not expect efficiency to spread over the plant unless it first crowds out of the windows and doors of the front office.

Do not leave efficiency by itself. It is a companion in life, and its other indispensable companion is work. With cost finding, service, and efficiency adjusted to a proper balance, I believe we may look for a large and handsome balance in the exchequer of every office in the membership of the United Typothetae and Ben Franklin Clubs of America. (Applause.)

THE PRESIDENT. Is Mr. Calkins in the room? If not, I will call on Mr. Maurice Weyl, of Edward Stern & Co., Philadelphia, to speak on "Shop Management."

## SHOP MANAGEMENT

MAURICE WEYL (PHILADELPHIA)

MR. PRESIDENT AND GENTLEMEN: I have chosen to call this paper "The Basis of Efficiency." It's the man that counts. The empire of Napoleon's nephew crumbled when put to the crucial test. It was the same people, but the Spartan-like discipline of the great man's regime was gone, and in its place was merely the appearance of strength. In all human affairs the human element is the chief factor, and the hope of supplanting it by system, no matter how logical and well developed, is folly.

"There is nothing new under the sun," but there are new names for old things and one of them is "efficiency." In its latter-day meaning, the word connotes the application of a method of procedure that, figuratively, is to "make two blades of grass grow where one grew before." In spite of the apparent suddenness with which the word in its new meaning came into use, the process for which it stands has been many years in its development, and used to be called "division of labor." Modern industrialism, like every other modern phase, is a natural, orderly development of what has gone before.

If shop efficiency is the application of improved labor-saving methods, it is as simple a thing as may be for anyone who is thoroughly acquainted with the business practically. No set rule can be laid down that is applicable in all cases. Conditions present in one branch of the printing business are absent in others. In each case, therefore, it is necessary to make an accurate analysis of the whole subject into its integral parts, and an analysis of each of these parts to its final basis. Each part must be separately considered. It must be dissected and weighed and measured individually and with relation to the others.

Nothing may be taken for granted. Tradition and custom are to be respected, but their value must also be determined. A thing may be good because it is old and tried, but because a method has been successful we are not justified in presuming that it cannot be improved.

When the analysis is complete, reconstruction and the building up of the system are merely a question of the study of the desired aims and the most efficacious methods of realizing them.

If the employer has not the quality of mind nor the training to enable him to handle the practical questions involved, he is bound to employ someone to do it for him. That his shop is a small one is no justification for failure to have the work well done. If his business is only large enough for one head, and that head is incompetent, he had better get out of the business before his abler competitors put him out.

The plan having been made, and the necessary machinery and tools installed, the most difficult portion of the work remains — its application.

Efficient shop management is primarily the exploitation of men. The higher the scale of intelligence of employees the more difficult is the task of effective management.

More than ordinary intelligence and ability are usually found in the rather more temperamental individuals. Temperament must be taken into account in dealing with human factors. It is the quality that makes men unequally effective — 100 per cent. to-day, 60 per cent. to-morrow. In large numbers of men in a given vocation, the average may be stable, but in small numbers the variation is striking. Effective division of labor is based upon a nice adjustment of the units, and when these units are composed of small numbers of individuals the balance will be variable, and one day four men will be required to do what three men could accomplish the day before.

The simile of the well-organized army is constantly used in discussions of industrial efficiency, but it does not hold. In an army discipline is based upon the subjection of the individual to the absolute control of his superior. Industrially you can control men only so far as their self-interest or desires prompt them. We may leave out of the question control by reason of their necessities, because we are discussing shop management in the printing business, where the independence of the workmen is well and definitely established and where the grade of employees is the very highest.

But self-interest is either too large or too small a thing to produce the desired result. Few workmen would remain workmen if they had the quality of will power which would enable them constantly to do those things that the advancement of their own interests require. Those who have this character are the leaders of men, and when such are found in the ranks of workmen it is merely a temporary position.

But even in a smaller sense the self-interest of the workman, which is served by his close application to his work, cannot control him constantly, nor even for a rather short, continuous period. The more the work is divided, and consequently the less varied the task done by each individual, the more difficult it will be for him to hold his attention fixed.

And the vast majority of even intelligent men have no clear view of their own interest. They do the things they do and they mentally record their impressions mechanically. Their mental grooves, so to speak, are deepened by the continual recurrence of the same ideas, and their standards are conventions in which intrinsically false judgments of ethical values prevail.

Since pure self-interest does not avail to drive or cajole men to do their utmost at any given task, other means must be found to produce the desired result. Appeals to vanity or pride in the spirit of the shop are usually efficacious, and these call for more than ordinary qualifications on the part of the man who acts as foreman.

It may be taken as an axiom that you cannot drive intelligent workmen effectively for any long period of time, so you must lead them. Consequently, the character of your foreman in each department is of the highest importance. He must be a man who, while constantly mindful of his responsibility and his higher rank, is able to earn the sympathy of his men as well as their respect. He must be able to stimulate them when they lag without producing in them the feeling that they are being driven.

The first essential in any scheme of effective shop management is the personnel of the employees, including the foreman. Deficient workmen must be weeded out and replaced by competent men. We are prone to think that we have as good men as are available. This is but a species of the inertia on the part of employers that holds them in the old ruts and allows their more vigorous competitors to pass them.

We hesitate to make changes in the personnel of our employees because of the perfectly natural fear of the unknown implanted in every human being. We know the old man's faults, but we are also conscious of his good qualities. The old man, besides, is used to our work and we know the new man will have to be taught, and there is always a large chance that he may not be as competent as the man we are discarding.

The weeding out of incompetent foremen is even more difficult, because here the stake is greater. We could lose a good pressman with complacency, but to get rid of a fairly good foreman, with an extremely large chance that his successor will be less efficient, is a serious affair. Still, as I said before, the character of the foreman is of the highest importance, for it is inevitable that a poor foreman will produce poor results no matter how good his men may be. Under a poor foreman the good qualities of the men are latent and not active, and efficient

shop management calls for every employee, from top to bottom, to be constantly on his toes, putting forth the best that is in him.

No system for the operation of a factory is worth anything by itself. It is valuable according to the quality and intensity of its application, and the only one who can be depended upon constantly to force attention to it is he who gets the benefit of it. It makes no difference whether you personally operate your plant or have a superintendent to do it. If you do not do it personally, you must not let any other consideration stand in the way of the dismissal of your superintendent if he is not perfectly your agent. The only way that you can have him a perfect agent or substitute for you is by his knowledge that you are going to hold him to the strictest accountability for every error or omission that he makes. You must also give him authority to act for you.

If, when something turns out wrong, he offers you an excuse, whether his own or one that he has accepted from a subordinate, it is an admission that he has failed to attend properly to his work.

There is no plea for excuses that can ever be justified in an industrial establishment, the only satisfactory explanation of a misstep or mistake is a confession of incompetence on the part of him to whom the work was entrusted, whether that incompetence is temporary or general.

You are entitled to have in your superintendent an experience of workmanship and materials that should enable accurate foresight of all conditions to be met, so that errors may be avoided. If the result is unsatisfactory in quality or time of production, it is because of mismanagement or ignorance, and nothing else. If you accept more than the most occasional excuse from your superintendent, your retention of him in his position is a definite sign of your own incompetence or ignorance.

There is no getting by this main point, and the crux of the whole question is here: Either the man is competent to do the work, or he is not competent, and if it is yourself and you find you cannot handle your people in such a way as to get the best results, you must get out of the business as fast as you can. If your ability lies in selling the product, hire someone competent to make it, and if your business is so small that you cannot afford this expense, devote your ability to selling the product that somebody else manufactures, no matter what it may be. If it is your partner who acts as superintendent and if he is not competent, break the partnership — get rid of him or get out yourself.

It is comparatively easy, so to speak, to turn over a new leaf, and it is rather easy to begin a new method of doing business, because the novelty makes it interesting. But it is not easy to be faithful to a program day in and day out. One's interest lags; the work becomes humdrum, mechanical, monotonous, and the canker of irregularity is constantly trying to eat its way into the system.

And so it comes to this: It is yourself on which it all depends. The question is whether your will is strong, whether you can subject yourself. You must be able, when you have once determined upon your plan of operation, to guarantee that you will follow it to the bitter end at whatever cost to your personal convenience. You must know that you will be able to hold your people definitely to the program by your own constancy. You must know that you will not grow lukewarm.

Make an inventory of your own qualities. Study your own history. Determine in which line of work your talents produce the best result, and make up your mind to devote yourself to it. Your only hope is here; for you can take it as sure that you will not truly succeed in an effort for which you are not fitted, whether naturally or by education. Have someone else do for you what you cannot do well for yourself, but see to it that he can do it, and make him do it. Even this requires strength of will, but if you are not sufficiently moved by your own interest to demand what you know you want, your case is hopeless. (Applause.)

**THE PRESIDENT:** Is Mr. Calkins in the room? Not hearing from Mr. Calkins, I am going to take the liberty of moving up the subject on "Co-operation" to come in next. Mr. Charles Francis, of The Charles Francis Press, New York, is the first speaker. Gentlemen of the Convention, Mr. Francis.

## CO-OPERATION

CHARLES FRANCIS (NEW YORK)

**MR. PRESIDENT AND BRETHREN OF THE CONVENTION:** This is a rather large subject to take in ten minutes, but I think I will get there for you. I cannot touch very much upon a subject like this in the time given. I think you could talk all day on it, and it would not be too much.

Co-operation is so large a subject that the allotment of time will hardly serve to cover or even skim over its many adaptations.

Co-operation needs both sentiment and action for a common cause. It is positively opposed to individual action and selfishness. It spreads organization work of all kinds in every direction and it is something which a few of the employing printers have been striving for more than two decades, with comparatively small success.

The old impression that "competition is the life of trade" seems to yet prevail to a large extent which, coupled with inherent selfishness, gives us but a small proportion of success; but with the opening of a new era, in which the different ideas may at least be confederated into one great and glorious co-operative institution or common brotherhood

for the uplifting of the printing business, we may look forward to a season of unheard-of prosperity.

It is not only in the confederation of employers that we need co-operation: we should find means by which our customer's co-operation can be secured, and one of the best would be for us to take the initiative in co-operating with him to make both his work and his business tell for the best results. He is our means of living and is entitled to a greater consideration than just merely taking his business in a perfunctory manner and giving him no assistance whatever in any way. The result of our experience should be at his service, and on the other hand, he (the customer) should also be willing to remunerate our services, and work together with us for the success of our business as being conducive to the interests of both parties.

Now, co-operation in our midst started with an amalgamation last year of the United Typothetae of America with the Ben Franklin Clubs of America and we certainly hope that further action may be taken at this meeting looking toward a permanent committee which might be termed a "get-together committee," not fastening amalgamation upon the committee; but have this committee authorized to consult and formulate plans with all organizations in the allied trades for the purpose of co-operation through confederation or in any other matter that may commend itself to the committee.

Do not let this subject drop with talks on co-operation. Let us do something that may result in expansion of the co-operative idea throughout the allied printing trades, consideration being given not only to competitive printerdom, but to all phases of the greatest business in the world, the art preservative of all arts. Many men of many minds will be met, but there is no reason why some simple plan of co-operation may not be thought out and used to gather in every member of every organization now in existence. This being done we can then say to the world, "Here we have one grand co-operative association, some part of which must be necessary to your end of the business."

He cannot then retort as now: "There are so many organizations that we cannot tell which to co-operate with. Of course, we are for co-operation—look at what we have done in this regard. We used to belong to ———, but Jim Smith said something that annoyed us and we got out. Now you are so disorganized that we believe it will not pay us to join." If this man has co-operation in his heart, he will see that there is work for him to do. Will he do it?

An organization such as ours might very well be confederated for many purposes of mutual welfare and thereby prevent the "germs" and "parasites" from causing deadly conflict to both parties.

A further application of co-operation, and by no means the least, is to seek and encourage our employees' co-operation. Any business is dependent entirely upon the consumer or purchaser and the actual

producer, and every quarrel or disagreement between either of these two great factors always results in loss to the intermediate party to the co-operation who is the manufacturer or dealer.

Our government, established as it has been upon competitive bases, must change its general system if we are to have co-operation and the greatest achievement of success. When legislation is frequent and derogatory to the interests of the merchant or manufacturer, all those who should be parties to a great governmental co-operation suffer. Many a grand enterprise has been relegated to innocuous desuetude by the fear that Congress will enact some law to prevent the investor or capitalist from securing just returns for their investment. On the other hand, such legislation has been made necessary by the selfishness and sometimes dishonesty of the "get-rich-quick" citizen, who is the destroyer of all co-operative tendencies.

Again, many institutions, such as boards of trade, merchants' associations and other organizations of this character, fail of their object by themselves; having executives who are too narrow in principle to take a broad, grand view of the necessity for co-operation in all the measures that may open up to them for adjustment.

Another word about co-operation with the employee. We are all working together for a "profit"; sometimes this profit is unevenly distributed. It may be that the customer or employer is taking all the profit and passing on the small end to the producer. This has caused the formation of those co-operative societies among mechanics and all classes of producers called unions which have made many bad rules and caused much unpleasantness for the employer, one reason for which has been the secretiveness of the employer or the desire to keep from the employee the amount of profit which he is slicing off as his share. On the other hand, the lack of good business reasoning on the part of the employee has caused him to make the mistake of forcing upon the employer certain bad business rules and more remuneration than the business calls for.

If the principle of co-operation can be adopted throughout our association and, also, throughout the various organizations of the printing business, such as the working men, the Associated Advertisers Clubs of the World and other of our customers, and an era of confidence in each other be established, we should have at least in our business that greatly desired ideal of co-operation—all for one and one for all—justice and equity which would make us not only the greatest nation in the world, but what is of far more worth, the happiest nation in the world.

Yours for co-operation. (Applause.)

**THE PRESIDENT:** The next address will be by Mr. Robert Seaver, of the Seaver-Howland Press, Boston, on "Co-operation." Mr. Seaver, gentlemen of the Convention.

## CO-OPERATION

ROBERT SEAVER (BOSTON)

Co-operation as a subject is rather a large order to tackle in the limits of a ten-minute talk, since it seems to me to cover not merely one phase of the printing business, but pretty nearly every relation that any man in any business bears to his fellow-man. I can conceive of no real and lasting success in any line of endeavor that is possible without co-operation.

Co-operation as applied to the conduct of a printing business therefore means co-operation with the three principal factors, with employees, with supply houses, with customers, with each other.

Co-operation with employees—what does it mean? First, it means the providing of a suitable place to work, sanitary, well heated, lighted, and ventilated. This if you please from a purely selfish standpoint, since workmen cannot be kept at a high degree of efficiency unless they are given healthful and comfortable surroundings. Second, it means the providing of proper tools with which to work — the purchase of generous amounts of type and other material in the composing-room, the maintenance of machinery in good condition. Third, it means the systematizing of orders, the routing of work, the planning of all the details possible before the work is passed along from the office, so that no time need be lost in the workrooms in interpreting the orders that come along. A proper order and layout system helps the workmen and reduces the amount of spoiled work to the minimum.

Co-operation with employees means more than this. It also means the establishing of a thorough understanding and spirit of harmony between the office and workroom and between the different departments in the shop. Without this spirit of harmony and good understanding it is impossible to get the best results, however carefully and intelligently other details are planned. A composing-room and pressroom foreman who are not in harmony with each other can cause more trouble than any office system can provide against. An office force at odds with the workroom can cause more trouble than the best efficiency engineer can overcome. Office politics have kept more shops from success than any other one thing. The careful manager knows the importance of this feeling of loyalty to the house, the value of a harmonious organization. The jealous man, the grumbler, the grouch, the sneak, is too expensive a luxury for any business. No matter how well he personally may do his work — no matter what position he may occupy, he is a menace to the success of the business. Office politics must be eliminated if progress is to be made. Examine the typical printing office. A dozen, a score, a hundred, possibly a thousand men and women of all ages, races, creeds, politics, and habits, are all assembled in one building or one workroom.



There is one thing and one only that they have in common — their work. That is the one important thing to occupy their minds during their working hours. They must be made to feel that, whatever personal difference and tastes they may have, one thing and one only is important to the firm which has bought their time — the work they have to do. That must be done promptly and done well, as well as each one knows how; to that work each one must bring the best he has in brain and body.

One of the most difficult but at the same time important jobs that confronts the head of the business is the building of a loyal and efficient organization, the inspiring them with this feeling of loyalty to the house, interest in their work, and co-operation with their fellow-workers to advance the welfare of the firm they represent. Without such an organization but little can be accomplished, but with it nothing is impossible. In many offices a barrier, invisible but none the less real, exists between office and workroom. This barrier must be broken down.

The office must be regarded as merely the department where orders are received and prepared for the workroom — the workrooms are the departments where these orders are executed. That is the only difference that exists.

The man who spends money on office fixtures and neglects to supply a proper equipment to the workrooms is like the comic paper sport who wears a diamond ring but no undershirt. Co-operation with the supply man is quite as important as it is with employees. A right connection with the proper supply house can be of great help in the development and establishment of a growing business. A supply house that suits me perfectly may not appeal to you at all; that is why each supply man will get his share of business.

Our own business is comparatively small. Our paper orders for the year, for example, divided among three or four paper houses would not amount to enough to be an object to any of them. By giving the bulk of our business to one house, however, we make it an object for them to take good care of us and they co-operate with us in service. Almost any good paper house in any large city carries a sufficiently full line to satisfy the bulk of the printer's requirements. We standardize on one or two grades of coated and book papers, on two or three grades of bonds and writings and on a few lines of cover papers, and are thus enabled to place good orders for standard lines. Our experience has shown us that job lots are apt to be dear at any price. The customer may call for a repeat order on paper that cannot be duplicated, or a job lot may develop defects that cost in extra press-work more than the saving on the paper.

We had an experience the other day. A job lot of paper, on which the saving was only small,— it was standard paper, but it was second grade,— was put on the press, and it had just enough grit in it to ruin

some very valuable half-tones. The saving on paper was not anything compared to the waste in time on the press and the expense of replacing those half-tones.

The same idea of co-operation and standardizing applies to all kinds of supplies that the printer requires — to inks, rollers, machine metals, type, and machinery — the supply houses that feel they are getting your business on the basis of service will take more interest in helping you to win than they will if you are constantly shopping and playing one house against the other for some imaginary advantage.

We tell our customers that we want them to put all their orders in our hands. "Give us the bulk of your business, and we will take care of you." If that is a good argument for us to put up to our customers, it is a pretty good argument for us to apply to ourselves in the matter of trading with the supply house.

Co-operation with allied trades may be included under this head of supply houses. Printers are apt to put in a die press, a perforating or other special machine, in order to take care of some particular job. The result, of course, is over-equipment. It is better economy to co-operate — to give the specialist a chance at this work on which he can use his special machine and thereby avoid over-equipment. Co-operation with our customers is the next thing to consider. The best class of customers to-day is obtained and held on a service basis. There are price shoppers of course and always will be; it is our job to educate them. We printers must learn to look at our business as more than a mere manufacturing proposition. We should regard our plant as a valuable instrument at our disposal to help our customers win new business. If we can help the business man sell more goods or conduct his affairs more efficiently, by suggesting the use of the right kind of printed matter, we are doing two things. We are keeping our plant busy, but more than that — we are winning the respect and confidence of our customers. We are binding them to us with bands that will resist cut-price competition. We are getting new business that we have created, that helps our customer, and we are holding it because our service to him has proved valuable. The busy plant needs three kinds of work to keep it up to capacity — the routine work requiring no planning and but little supervision, the competitive work that requires no planning but some time for selling and estimating, and the creative work that requires original effort in preparation, selling and supervision. The first two classes of printing form the bulk of the work that keeps the plant going; they need not carry a high margin of profit. The third class requires considerable personal time and attention, and it is necessarily rather limited in amount. The profits on this class of work are, and should be, generous. In other words, our profits will be in proportion to the amount of brains we furnish our customers. Co-operation in this connection, therefore, means this: that we must, so far as possible, project ourselves into the business of

our customers; that we must learn all that we can about their problems; that we must become familiar with the use to which their printed matter is to be put; to have the knowledge and foresight to see their problems clearly and advise them intelligently.

I have in mind a case of a shoe manufacturer who came to us and talked about getting out a catalogue. In the course of our conversation with him, we found that his selling organization was very bad indeed; he did not have any distribution for his goods; he had very few dealers that were handling his goods. We told him that the time was not ripe for him to get out a catalogue. We told him to forget the catalogue and get a decent crowd of salesmen—get some dealers, not get out a catalogue when he did not have any dealers. It did not seem good advice to get him to spend a lot of money for catalogues. He took our advice. Later on we did considerable work for him, and we have always felt that we got more business from him because we advised him against the first order than we would have done if we had gone ahead blindly and executed his order. He said he did not know anything about the selling end of the game; he was a shoe manufacturer, and therefore we advised him in this particular case to forget his catalogue for a while, till he built up a selling organization.

Co-operation with our fellow-printers consists in getting acquainted. None of us have a corner on ability or brains. The Almighty spread them out rather uniformly. Our competitors may be enemies or allies, just as we choose to regard them. Usually they will prove rather valuable allies. Our national chagrin at losing an order to one of them occasionally must balance in the course of the year's business our satisfaction at getting an order for them occasionally. Personally I feel that our plant is not confined to our own little bunch of machinery. I know that there are friends all around us who are ready to help us make good a promise, who would help us in an emergency, just as we would help them. Our equipment consists of more than half the presses in Boston and we tell our customers so.

"How much of our work can you handle," a big buyer of printing asked us recently. "All you've got," we told him. "But you have only so many presses," he replied. "What of it?" we told him. "You want to get your work out, we'll get it out for you and be responsible for it. What do you care about our problems, if you get what you want when you want it?" He saw the point, gave us his work, though he knows part of it is done outside of our plant. He also knows he gets the service from us that he requires and that is all that he does require.

A short time ago I wrote an article for a trade paper and called it "The Printing Game." That is the way I have always regarded business—any business—the printing business, the business of life. We are all playing the game of life; it is a big game and well worth the playing. If we play the game with all our might, using all our strength of body and mind, that is all that we can do. We may get

a raw decision now and then; that is part of the fortune of the game. But if we learn to accept adverse decisions without bitterness, and favorable decisions without undue elation, we shall be doing our part. Then if in addition we scorn to take unfair advantage of opponents and to play the game not only for ourselves but to help our teammates — our employees, our friends in the allied trades, and our customers, we shall make victory and success certain. (Applause.)

**THE PRESIDENT:** We will now take the subject of "Shop Management," by Mr. L. J. Calkins, The Maqua Company, Schenectady, N. Y.

Gentlemen, we will soon be through. I wish you would bear with us for a little while.

Mr. Calkins, gentlemen of the Convention.

## SHOP MANAGEMENT

L. J. CALKINS (SCHENECTADY)

**MR. PRESIDENT AND GENTLEMEN OF THE CONVENTION:** To-day the printing business is taking great strides towards the ideals of scientific management. Money, materials, machines, methods and men are being considered from a new viewpoint—the "scientific." And in the accomplishment of this new ideal the scientific manager substitutes for the old haphazard, rule-of-thumb procedure, a new way, developed after careful, thorough, painstaking investigation. Every step is being considered in its relation to and bearing upon production costs and ultimate results. The manufacturer who endeavors to carry on his business to-day without system and a cost system will sooner or later find himself face to face with a notice from the sheriff to get out and make room for the scientific, high-tension, live-wire business man of the hour.

The subject of shop management is a comprehensive one, and presents many problems which cannot be adequately treated within the time allotted to this subject. I will therefore confine myself to a brief description of some of the important methods employed in one of the large printing plants operating under the scientific management principle.

The first problem which presents itself is that of location, buildings and the arrangement of departments and equipment. Under the old haphazard form of management little, if any, attention was given to this very important matter. The result inevitably was confusion, low efficiency and lost motion. Backtracking was the rule. Under the newer form of management this is avoided. Departments are arranged in their proper sequence, and equipment is so placed that the work will follow in an orderly manner through each department and from machine to machine until finally, without lost motion or back-

tracking, it reaches the shipping department. If the buildings in location, plan and details of construction and equipment are not properly adapted for the purpose for which they are used, the business will feel the handicap until the mistakes are rectified. That managers are awakening to a realization of this fact is evidenced by the wave of moving, remodeling and rebuilding which is sweeping over the country at the present time. In The Maqua Company's plant, of which I am a representative, the problem of plant location and arrangement has been developed in a marked degree. Ideally located in a park of several acres, the buildings present a striking appearance and appeal, not only to the customer, but to the employee as well. And it is a significant fact that while the plant is located in a city far removed from the source of labor supply, we have not experienced the slightest difficulty in securing and maintaining a corps of competent and contented craftsmen. The influence of environment is wonderful. It has been said that "Labor is the one responsive element in manufacturing, and in the last analysis efficiency and success depend very largely upon how hearty a response it makes. The proper viewpoint towards labor, therefore, is not as an expense, but as an investment, to be handled as carefully and treated as judiciously as any other investment. It should be considered scientific to endeavor to improve working conditions, not because it is humanitarian, but because experience has proved that it pays. The more comfortable and healthful the factory environment, the more contented the workmen, the more responsive, the easier to manage, the more efficient as producers."

The second problem to be considered is how to handle the customer's order after it is received. In this procedure the scientifically managed plant also differs widely from the method, or lack of method, employed by the unscientifically managed plant. To form a comprehensive idea of the method of producing printing in the plant of The Maqua Company it may be well to state that the various departments are arranged in their proper sequence, somewhat after the fashion of a horseshoe. All orders enter the factory through the manager's office at one point of the circle, pass through the various departments that have to do with their execution and finally enter the shipping room, at the other extreme of the circle, which is also near its original point of entry — complete and ready for shipment.

Each order is first inspected and approved by the manager before being forwarded to the secretary's office, where it is entered upon the company's records and given an order number. The copy is enclosed in the order envelope, on which is pasted a typewritten instruction sheet containing definite and complete information for the guidance of the assistant manager in charge of production, the factory operators and shipping department. It is then passed along to the stock clerk, who issues a requisition on the stockkeeper for the necessary paper. If engravings or electrotypes are required, a second requisition is issued

on the engraving department for the necessary plates. Thus the paper reaches the pressroom in advance of the form, and the engravings are completed and delivered to the composing-room during the interval required for setting the type and before the actual work of make-up begins. This method, it is needless to say, saves much delay and annoyance in these two departments.

Our methods of buying, handling and storing paper stock, an important factor in the successful operation of a large printing plant distantly located from a ready supply of this commodity, were set forth at some length in a recent issue of *The Printing Art* and for that reason need not be referred to in this paper.

From the stock department the order is passed along to the assistant manager's desk, where the actual work of execution begins. This executive proceeds to lay out the order for the composing-room. At the same time it is routed through the pressroom, bindery and shipping department. A duplicate copy of the instruction sheet is retained on his desk for daily reference and checking as the order passes through the various departments. In this way he is in active touch with the order until it is completed and shipped. He is kept in further touch with the progress of the order by reason of the fact that he criticizes all composition, passes on all press proofs of consequence and OK's the binding on each book or pamphlet before the work proceeds.

The assistant manager's office is literally on the firing line and so situated that each of the seven departments is under his constant observation and supervision. Power of direction is centralized here to the last degree.

It is our theory, proved by practice to be correct, that satisfactory results can be obtained only by fixing responsibility for every detail that has to do with cost, production and delivery of an order upon one individual. It is a responsibility of some magnitude and in order that he may not be hampered in his operations he is given absolute authority over all productive departments and unstinted encouragement from the manager.

The advantages of centralization of authority are manifold. If I desire a radical change in some business policy or method of manufacturing, I have only my one assistant to deal with. My plans are made known to him and he executes them without further effort on my part. His success or promotion is dependent entirely upon his ability to produce printing of good quality at low cost, and at the same time meet the customer's views as to date of delivery. Non-productive time, poor workmanship and tardy deliveries are elements entirely under his control, for which he can offer no plausible excuse. He is held accountable for every condition existing in the productive departments.

Under this system of management it is possible to handle a vast number of rush orders in an orderly manner without the confusion

usually attendant upon such work. As a matter of fact, we receive and execute many orders during the course of a single afternoon that would create consternation in the average large plant where the order must pass through a series of disconnected or separated departments before its final completion. In brief, the seven departments of our plant are really centralized into one large division, under the direct supervision of one man, so situated that each of the 18,000 orders handled yearly receives personal attention from the time they enter the factory until they leave the shipping department en route to the customer.

Thus the manager is relieved of responsibility in connection with the handling and execution of orders and is thereby enabled to devote himself to the formulation of business policies and other executive detail which could not otherwise receive proper attention.

The great bulk of our work is literally done at the pistol's point. It is work that must be done both rapidly and well. And while it is necessary to keep a sharp and relentless eye on both quality and production, we have fostered a spirit of friendly co-operation between the employees of various departments that enables us to greatly accelerate and force production during periods of emergency. Here, again, the single unit system of management has often been the means of giving customers great prestige through their ability to issue various kinds of high-grade advertising literature on short notice. Service has come to be an element of individual pride among the employees and during such periods each endeavors to excel.

We have in operation in our composing-room a rest period which permits compositors and others who stand while working a recess of ten minutes at ten o'clock in the forenoon and 3:30 o'clock in the afternoon. This innovation has proved a success both from the viewpoint of the employer and the employee. We are getting greater production, more satisfactory work, and better contented workmen.

A piece-work system and bonus system have been in operation in the job pressroom and bindery for some time, which have proved a success both for the workmen and the company.

We have also attempted to solve the apprenticeship problem by a method which offers promise of success. The boys so far enrolled as apprentices have, in fact, already advanced sufficiently to prove the correctness of our theory. The course, as adopted, covers a period of five years' training under established rules and discipline which are calculated to produce the desired result at slight expense. The boy must serve the full period of apprenticeship in order to gain full compensation for his services.

In conclusion, we have found that it pays to provide every convenience and facility for making work a pleasure instead of drudgery, and it is seldom, indeed, that an employee has occasion to fret for the lack of tools or material that would facilitate his work. Every

employee has the privilege of making suggestions for the general welfare, which, if helpful, are acted upon at once. This tendency is encouraged and as a result many valuable suggestions have originated among the ranks of the workmen, for which they are given suitable reward. (Applause.)

**THE PRESIDENT:** The Secretary will now read the report of the Nominating Committee.

**MR. TYLER** (Secretary) read the report of the Nominating Committee, as follows:

### REPORT OF THE NOMINATING COMMITTEE

For President: Albert W. Finlay, of Boston, Mass.

For First Vice-President: C. D. Traphagen, of Lincoln, Neb.

For Vice-Presidents: Albert F. Edgell, of Philadelphia, Pa.; George H. Gardner, of Cleveland, O.; I. H. Rice, of Los Angeles, Cal.

For Treasurer: Arthur E. Southworth, of Chicago, Ill.

For Executive Committee: Pliny L. Allen, of Seattle, Wash.; Jo Anderson, of Sacramento, Cal.; D. A. Brown, of Kansas City, Mo.; C. P. Byrd, of Atlanta, Ga.; Robert T. Deacon, of St. Louis, Mo.; E. Lawrence Fell, of Philadelphia, Pa.; William Green, of New York; E. N. Hines, of Detroit, Mich.; George K. Horn, of Baltimore, Md.; David L. Johnston, of Buffalo, N. Y.; H. W. J. Meyer, of Milwaukee, Wis.; W. E. Milligan, of San Antonio, Tex.; J. A. Morgan, of Chicago, Ill.; Benjamin P. Moulton, of Providence, R. I.; William Pfaff, of New Orleans, La.; R. P. Purse, of Chattanooga, Tenn.; J. B. Redfield, of Omaha, Neb.; Eugene Saenger, of Sioux Falls, S. D.; B. F. Scribner, of Pueblo, Colo.; Fred L. Smith, of Minneapolis, Minn.; Edward L. Stone, of Roanoke, Va.; John Stovel, of Winnipeg, Can.; Charles F. Warde, of Pittsburgh, Pa.; John S. Watson, of Jersey City, N. J.; H. C. Wedekemper, of Louisville, Ky.

Respectfully submitted,

Frederick Alfred, Chairman.

L. J. Calkins, Secretary.

**THE PRESIDENT:** I find by referring to Section 5 of Article IV of the By-Laws that after the report of the Nominating Committee is made it goes over to the next day. We shall therefore take action upon the recommendation of this committee at the executive session tomorrow (Thursday).

The next subject on the program is "Fire and Accident Prevention." There are four addresses.

**MR. FINLAY** (Boston): Mr. President, it doesn't seem right to me to have these gentlemen prepare papers and come here to deliver them and only have this number of people in the hall. I don't think



we are treating them fairly. There are plenty of people outside in the corridor. Why don't we get them in here and give these people who have given us their time a respectable audience? (Applause). I don't think it is fair to the speakers to go on.

A DELEGATE: Why not let these papers go over till to-morrow morning?

(The suggestion was put in the form of a motion, and was then adopted.)

THE PRESIDENT: That completes the program for to-day. A motion to adjourn will be in order.

(Adjourned till Thursday, October 8, at 9:30 A. M.)

### THIRD DAY

THURSDAY, OCTOBER 8, 1914

The Convention reassembled at 9:50 A. M., First Vice-President Finlay presiding.

VICE-PRESIDENT FINLAY: We were scheduled to convene at 9:30 this morning; it is now ten minutes of ten. There are two papers left over from yesterday, and it is important that we should start at once. I wish the gentlemen at the door would appoint themselves a committee and see if they cannot get members who are in the entrance to come into the hall so that we can start the convention and have a large audience to listen to the papers on the insurance question.

We completed yesterday's program excepting the addresses that were to be delivered on "Fire and Accident Prevention." I wish to say here that I am interested in the work of these insurance companies; in fact, in our own firm's case one-third of all the insurance we carry is placed through the mutual companies that are represented by the Graphic Arts of Philadelphia and the Printing Trades Mutual of Chicago. These gentlemen are giving you (and for your benefit) their time, receiving no compensation whatever for it. It does not seem to me that they have had the proper encouragement from the printers connected with this organization. We can hardly expect those who are not members of our organization to give them more support than the members that make up this body do, and it seems to me it should be the duty and the obligation of every member of the United Typothetae of America to have insurance in these graphic art companies, represented in Chicago by the Printing Trade Mutual Insurance Company. You may not have your rates reduced. If you will look at the Lumbermen's Mutual Insurance Co., and different mutual companies that are successful you will find in that industry the influence of the mutuals in reducing the rates. We cannot say that we have got to that point yet, but we can say that through these mutuals we have kept the rates

from being increased. It gives me pleasure to introduce to you Mr. John A. Morgan, President of the Printing Trades Mutual Fire Insurance Company of Chicago. (Applause.)

## FIRE AND ACCIDENT PREVENTION

JOHN A. MORGAN (CHICAGO)

MR. CHAIRMAN, GENTLEMEN OF THE CONVENTION: The official record of the first American National Fire Prevention Convention, held in Philadelphia, October 19, 1913, is a volume of 540 pages. This is composed of papers and discussion on this one subject, and will give you some idea of its importance and scope. I am not going to attempt to read the 540 pages.

The very fact that we are here to discuss this subject is to my mind indicative of the remarkable progress in our industry in the past few years and I am sure we will all concede that organization and co-operation is responsible for this progress to a large extent.

Ten years go this subject was one that scarcely entered our minds and was given scant attention. It was but a short time ago when practically all printing plants were housed in lofts and poorly constructed buildings and the plant in a modern fire-proof or well constructed building was a rare exception. To-day conditions are greatly changed, as is evidenced by the many splendid fire-proof and slow burning sprinklered buildings especially designed for individual plants and others built specifically for printers and allied trades. Surely a change has come over the printing industry. But there is need for us to discuss this subject when we consider the tremendous fire loss annually in the United States as compared with that of foreign countries. In the May issue of the Bulletin of the United Typothetae and Franklin Clubs of America there was published a very complete article on this subject which I am sure it would be well worth your while to read if you have not already done so. The statement is made that the annual loss in London was \$3,945,000 in 4403 fires; for the same period in New York \$12,470,000 in 13,868 fires. Measured in proportion to population, London has 81 fires to each 100,000 people and New York has 300. The per capita fire loss for the whole of England is 52 cents, for Germany 20 cents, for the United States \$2.68. Surely these figures should make us pause and give the subject our attention. Possibly many of us feel that as we carry plenty of insurance the matter of a fire loss is for the fire insurance companies only; they must pay. But such is not the case. It is we who pay the companies not only the money to pay the losses but to conduct the business of fire insurance and in addition pay splendid profits to the policy holders on all insurance placed with the old line or stock companies.

To give you an idea of the earnings of the stock fire insurance companies, I received a letter under date of August 13 calling to my attention the organization of a new company in Chicago and soliciting my subscription to their capital stock. In this letter the statement is made that in 1912 forty-nine companies paid 20.56 per cent. average cash dividends after setting aside 20.50 per cent. average cash surplus on \$54,850,000 of capitalization, and this \$54,850,000 in itself includes \$14,233,116 of accumulated stock dividends, making a percentage actually of 27.86 per cent. cash dividends and 27.51 per cent. cash surplus. And the further statement was made that the market value of the securities of the forty-nine companies referred to ranged from \$148 to \$975 per share and averaged \$361.94. A similar group showed even more remarkably than the above, but they were picked companies, the average value of the stocks being over \$600 per share, with the average net earnings over 62 per cent. based on the present capital stock of \$19,800,000. There are many more interesting figures which might be given if time permitted. It is evident beyond a question that we are paying the stock companies rather liberal premiums when such dividends are possible.

Fire prevention as applied to our industry may be considered under the following subjects: Location, Construction, Occupancy, Maintenance. To those who contemplate erecting a building, the matter of location from the viewpoint of exposure hazard is important, and the surroundings should be carefully considered, as lumber yards, planing mills, auto garages, dry cleaning establishments and other extra hazardous lines are not good neighbors and do not assist fire prevention.

*Construction.* After considering the matter of location and exposure hazard, we can readily appreciate the importance of properly constructed buildings, and whether we erect our own building or become a tenant of a building, careful consideration should be given to construction. Either the fireproof or mill constructed sprinklered building is recommended, and a "fire-trap" or poorly constructed building should be avoided. A few important features of construction are fire walls, which are necessary in large buildings; stairways and elevators should be enclosed in fireproof walls, wire glass windows for exposed openings. Automatic sprinkler systems greatly reduce the fire hazard. All openings within the building should be guarded by automatic closing doors. There are many others, but I cannot mention them all.

*Occupancy.* After location and construction are considered, the matter of occupancy should be given careful attention, as the character of the occupants and the class of business of the tenants has much to do with the fire hazard. While perhaps a tenant will not have a voice as to what other tenants (except in case of ownership) should be admitted to occupancy, one should not knowingly take space in a

building when extra hazardous occupations are admitted or permitted. We had an instance of quite a water loss in Chicago about ten days ago, caused by a fire-works institution having an explosion next to a printer's building.

*Maintenance.* After having taken care of location, construction, and occupancy; maintenance, or good housekeeping, which from the standpoint of fire prevention I believe is the most important of all and affects all of us, whether owner or tenant.

The materials used in a printing plant: paper, ink, benzine, gasoline, etc., are good materials for a fire and will burn just as readily in a modern up-to-date fireproof building as in a shack. Most fires originate from within a building and are largely due to carelessness.

This is where proper maintenance must be applied, and you must do your part to reduce the enormous annual fire waste and in the doing of it you will reap the benefits that come from a clean, wholesome and sanitary condition for your employees. Rules should be made and prominently posted, prohibiting smoking. There should be proper marking of exits. Frequent and regular inspections of the premises should be made, looking carefully to the conditions around furnaces, melting pots, gas jets, electric lights and other electric wiring. Proper receptacles for containing benzine, oily rags and other combustible material should be provided. The disposition of waste paper should be properly looked after. Surplus supply of cleansers should be kept outside of building. Sweeping should be done at night before closing, so that all rubbish and waste can be removed and the plant left for the night in as clean a condition as possible. A rigid compliance with the rules should be insisted upon. Practically all fires at the start are small, and therefore there should be at all times readily accessible, ample means for extinguishing the incipient fire. Water buckets, sand buckets, dry powder and soda acid extinguishers, Pyrene and other appliances have proved their worth and are endorsed by the Board of Underwriters. Fire drills are strongly recommended, having in mind the safety of lives, the safety of property and the prompt extinguishment of fire.

The foregoing is a very brief discussion of a very exhaustive subject. I desire to consider the matter of mutual fire insurance which to my mind has in the past had much to do with fire prevention and will have still greater and better results in the future. I quote a paragraph to which I want you to give careful consideration: "Mutual companies insure their members at cost. Without these companies all rates would be adjusted on the basis of dividends to stockholders." It may be of interest and news to some of you to know that more fire insurance is written in mutual companies than in old line or stock companies. There are several strong groups of mutual companies. Prominent among these are what are

known as the Associated Factory Mutual Fire Insurance Companies of New England. At the present time there are 29 of these companies.

The volume of insurance carried by these 29 approximates three billions of dollars. The average initial rate is \$1. The average initial premium income of the 29 companies is approximately \$25,000,000 per annum. The average yearly dividend during the past ten years has been 89 per cent. This is on a cost basis. When you consider that in the first place the average initial rate of \$1 is low, and that out of that a dividend of 89 per cent. is returned to its members you will understand something of the saving in fire waste brought about by these companies.

The first factory mutual fire insurance company of this group was organized 79 years ago and others at later dates. None of them, however, are less than 10 years old, and most of them from 30 to 60. In addition to these factory mutuals there are other large groups known as class mutuals, among them the Lumber Mutuals, composed of five companies with from 17 to 38 years' experience and carrying \$110,000,000 insurance. The Miller Mutuals comprise nine companies, with from 12 to 54 years' experience, and carry over \$282,000,000 insurance. The Hardware Dealers' Mutuals, a group of seven companies, with from 5 to 14 years' experience, carrying over \$50,000,000 insurance. None of these mutual companies ever made an assessment. They have paid all losses as well as substantial dividends.

Much has been done by these mutual companies for their members in the reduction of fire waste and in reducing the cost of fire insurance. And to bring the matter home to you, what these older companies have done for their members is being done by your own mutual companies—the Graphic Arts Mutual Fire Insurance Company of Philadelphia, with three million dollars of insurance in force and seven years' experience, the Printing Trades Mutual Fire Insurance Company of Chicago, with one million dollars of insurance in force and with four years' experience. Both are steadily growing and are bound to be a considerable factor in the determining of premium rates for printers and in the matter of fire prevention in our industry. These, our mutual fire insurance companies, expect to accomplish for the printing business:

First: A reduction in the cost of insurance of its policy holders by

- (a) Reducing the fire loss through specialized study of causes of fire peculiar to the printing industry, and by
- (b) Reduction in cost of management through economical operation and the payment of no commissions.

Second: A reduction in the board rate, where deserved, by

- (a) The lessening of the fire hazard, and by
- (b) The introduction of competition.

Our companies from their inception with a comparatively small volume of business have paid from 10 to 20 per cent. dividends per annum. To be an important factor in the insurance field these companies should have a policy from every member of the printing and allied industries in this country who has a conservative risk. Will you not help to make this movement a success by giving the companies a small policy at the next time of renewal?

And now to close, let me urge that you do not turn over to your agent or broker the handling of this important matter of fire insurance (though I know this custom is quite general) but give to it your personal attention, and I am sure you will find that your interest lies with your mutual companies. We shall be pleased to take up with you at any time any and all matters pertaining to your fire insurance and advise you as to the best method of reducing the fire hazard and the prevention of fires. (Applause.)

(President Courts presiding.)

THE PRESIDENT: The next address on the subject of "Fire and Accident Prevention" is by Mr. William J. Hartman, president of The Ben Franklin Mutual Casualty Insurance Company, Chicago. Mr. Hartman, gentlemen.

## FIRE AND ACCIDENT PREVENTION

W. J. HARTMAN (CHICAGO)

MR. PRESIDENT, GENTLEMEN OF THE CONVENTION: As a rule I don't like to read a paper, because I am not a very good reader, but in this case I thought it was policy for me to put something down on paper, so that I would not get away from the mark. Ten minutes is a pretty short time, and you are liable to drift into something that carries you away beyond that time.

We have witnessed the development of a movement over our entire country during the past several years, the spontaneous effect of which has had no equal in modern times. I refer to the movement which has for its object the conservation of our vital resources; viz., the lives and limbs of the workmen of this country. The waste of our vital assets by accidents, sickness and disease, is estimated to be not less than three billion dollars annually. Any movement, therefore, which has for its object the prevention of accidental injuries and death to employees of this nation, is of vital concern to all.

Every great industry worthy of being referred to as such should collect and analyze the cause and frequency of accidents peculiar to its line of trade or business. Upon the accurate experience so compiled should be based rules and requirements which will assist in

preventing similar accidents for the future. The efficiency of specialization is recognized in every field of endeavor, and it was with a view of securing this efficiency in accident prevention work that The Ben Franklin Mutual Casualty Insurance Company, of which I have the honor to be president, and which insures exclusively the risks of the printing trades, was organized.

The large stock insurance companies, which for years had been writing employers' liability insurance, were able to compile fairly accurate statistics showing the annual toll of industrial accidents, but owing to the diversity of business insured by them and the lack of proper classification there was no means by which the hazards in any single branch of industry could be determined, nor was any effort ever made to secure the benefits of accident prevention work which such specialization could bring. Realizing the vital necessity of having reliable and intelligent information as to the cause and the kind of accidents occurring in our business, our company has from the start kept a careful and accurate record of every accident which has occurred to the employees of our members. This record will show the relative degree of hazard inherent in each operation and in connection with each machine in use in the printing trades. A competent safety engineer is in the employ of the company, and with his assistants who are devoting their entire time to this branch of our business we are taking every possible step to the end that the number of accidents occurring in the printing industry shall be reduced to the minimum.

Every machine and each process has been analyzed in the light of its accident possibilities as shown by our record. Our safety engineering department is prepared to assist every policy holder by showing the most efficient and economical manner for guarding those points which have been demonstrated to be dangerous in actual practice. We supply all directions, including blueprints and drawings when necessary, in order that such work may be done with the least outlay of time and expense. Our slogan is "Safety First," and was adopted at the organization of our company. This slogan has now been adopted as representing the national movement for safety, and can be found in use in every city in the country to which this movement has spread. By a practical application of this slogan we have achieved for the printing trades a position which was deemed impossible at the time our company was organized, about three years ago.

The printing industry at the time the first workmen's compensation laws were enacted was rated by the stock companies as being "extra hazardous," and the rates of premium charged were in many instances as high as were charged for planing mills, foundries and other industrial occupations of far more hazardous character than our own. I take pride in announcing that there has been no period of six months since our organization in which we have not still further reduced the cost of insurance to our members. We believe that this

reduction in cost is largely due to the precaution taken to guard against accidents. Because of the fact that we insure no other than the risks of the printing trades, our records are absolutely accurate. Our success has at last brought an acknowledgment of the stock companies to the fact that the printing industry is not the extremely hazardous industry which they originally classed it, and as a result they are to-day offering to write our insurance at a cost of less than one-half of the rates originally made. In spite of this reduction in rate by the stock companies we find our own net cost still lower by fifty per cent., due to the economy with which our business is conducted and the co-operation of our policy holders in accident prevention work.

Our records prove that approximately ninety-five per cent. of all the accidents occurring in our class of business are preventable, and our entire energies will be expended in eliminating if possible every single preventable accident. This is a movement upon which there is no division of sentiment, and every trade organization has joined in the effort to forward our worthy cause. We will gladly co-operate with all state departments or other organizations having for their object the reduction of industrial accidents, and look forward to the time when we shall be able to prevent every single accident that can be prevented by a precaution upon our part, realizing that with every accident prevented there must come to our members a continual lower net cost for this form of insurance protection.

Perhaps no other legislation has brought to the employer a more direct understanding of the value of accident prevention work than the passage of the Workmen's Compensation Law. Such a law has now been enacted in twenty-four states, and under it the employer is made liable for every accidental injury arising out of and in the course of the employment. Such liability is, however, fixed and limited to definite amounts, which are made immediately payable, thus benefiting the injured employee at the time when assistance is most urgently needed.

To the credit of the United Typothetae of America it can be said that we are the first national association of employers to recommend the passage of the Workmen's Compensation Laws. At the annual convention held at Detroit in 1909 there was passed a resolution offered by Mr. T. E. Donnelley, of Chicago, recommending the passage of such laws which would guarantee immediate and direct payment of employees without resort to litigation. Having taken this initial step toward securing the enactment of a form of legislation, which will soon be enacted by every state in the union, it is all the more fitting that we also, as an industry, should be foremost in solving the problems presented by such laws in an efficient, economical and humane manner through the operation of our own mutual insurance companies. (Applause.)



THE PRESIDENT: The next address under this same heading of "Fire and Accident Prevention" is by D. S. Brassil, vice-president New York Printers' and Bookbinders' Mutual Insurance Company. Mr. Brassil, gentlemen of the Convention.

## FIRE AND ACCIDENT PREVENTION

D. S. BRASSIL (NEW YORK)

MR. PRESIDENT AND GENTLEMEN OF THE CONVENTION: While I am introduced as vice-president of the New York Mutual Insurance Company, I don't want to talk principally on the benefits of that company. I would start my remarks, though, along this line. We organized as a mutual company to take care of the compensation of those who are injured in the printing and bookbinding industry and the kindred trades in this state. Our company has been doing business since the first of July, and since that time our losses have amounted to two per cent. of the earned premium. That is, in July, August and September, three months, 25 per cent. of the premium would have been paid out if you were in a stock company. The mutual company's earnings will show 23 per cent. Out of that 23 per cent. it will have to pay its expenses for conducting the business.

I want to say a few words about the present Workmen's Compensation Laws, their cause and effect. I presume you are all aware that many manufacturing states throughout the United States have passed compensation laws. There is no doubt in my mind but what these laws are the result of the actions of employers of the years gone by, when many employers showed very little consideration for the welfare of their employees, rarely adopting methods that would prevent injuries. They accepted machines as they were and made no attempt to improve them by the installation of safety devices. They allowed the employees to assume all the physical risk, loss of life or disfigurement, besides suffering all the pain, without making any effort to improve conditions that would remove the danger.

I can recall of one large plant located in Cambridge, Mass., commonly called "The Tin Factory," where at least twenty-five boys, many of them companions of mine, lost their fingers while removing tin plates, such as pie plates, from the stamping press. The managers of the company seemed to have no regard whatsoever for the value of the boys' fingers, and as a rule pay stopped when the injury occurred. The boy received no recompense for loss of time or the injury. Boys' fingers were cheap while there were boys to be found to fill the positions.

I have been told that a large steel manufacturer, now world renowned, absolutely refused to subscribe toward the maintenance of

a hospital that was to be located close to one of his plants, that would be used primarily to attend workmen who would be injured in his plant, even after the townspeople had subscribed several thousand dollars for its erection. He seemed to prefer that the injured workman, often seriously injured, be held on the station platform, many times for hours, waiting for a train that would convey him to a near-by city. After such treatment, it was only natural on the part of the workman for him to try to get something in return for injuries received, by bringing suit for damages on account of the employer's negligence. The employer, however, did try to safeguard himself from any loss that he might sustain, if one of his injured employees did bring suit, by insuring his risk in one of the many companies that were formed for that purpose.

On the payment of a small amount the insurance company agreed to defend the suit provided they thought that the employer was negligent, and would pay limited amounts provided judgment was rendered in favor of the employee.

I don't have to tell you what the results of these conditions were; you know that, when a workman was injured, if he did bring suit he rarely obtained what he was entitled to. As a rule his attorney compelled him to sign an agreement whereby he agreed to pay to the attorney from one third to sixty per cent. of the money received from the insurance company or the individual employer as the case might be, if he succeeded. The more difficult the case the higher the percentage, and in order to make the difficult case somewhat easier the attorney would not hesitate to induce his client and his witnesses to swear falsely. That is part of my own experience. I have known one young man, injured in my place, who absolutely swore that a bolt had fallen out of a machine. The bolt was in the machine after the accident occurred, and examined by myself and my foreman and one of my employees, but the injured employee swore that the bolt had fallen out, and two of the employees swore that it had fallen out.

If it were not for these inhuman practices, first on the part of the employers, and secondly, the insurance companies and employers, I have no doubt but what a workmen's compensation law would not have been thought of. If injured workmen had been treated fairly and received a fair recompense in accordance with the severity of the injury sustained, they would have been satisfied, and labor agitators would not have had the justice that they had in their demands when they appeared before legislators asking that compensation laws be passed that would remedy the evil.

While the foregoing are the facts that brought about the present conditions it is hardly fair to blame the individual employer too severely. He was subject to the conditions that existed as trade customs and was influenced to a great extent by the actions of employers in similar trades. I believe that he unconsciously absorbed

ideas and ways as to what would be the proper method for him to adopt if one of his employees were injured and would be governed entirely by what other employers in the same line were doing under the same conditions and circumstances.

Now we have a concrete fact staring us in the face: every employer in this and several other states is, figuratively speaking, taxed because he is connected with a particular industry an amount fixed by the insurance department that is limited as to amount by the total amount of wages that he pays to all of his employees annually. It is hoped by the commissioners of the different states who have the matter in charge that the total amount paid in annual premiums by any one of the industrial groups will be sufficient to pay the compensation of all the workmen injured in that group.

Every industry in the states that have compensation laws is obliged by law to take care of its injured employees, paying them a proportion of their wages for certain specified times according to the severity of their injury, as for instance in New York state, for the loss of first finger two-thirds of the injured employee's salary for 46 weeks, second finger 30 weeks, third finger 25 weeks, a thumb 60 weeks, a hand from wrist down 244 weeks, an arm 312 weeks, foot 205 weeks, leg 288 weeks, eye 128 weeks, and in case of death if the injured person should be married leaving a widow 30 per cent. to the widow during her life time unless she marries, when two years compensation will be paid in one lump sum as an advance payment, and 10 per cent. to each child if there be any under the age of 18. If the employee has a dependent father or mother or sisters or brothers, they receive a certain proportion of the wages that was formerly paid the employee, until it equals 66 $\frac{2}{3}$  per cent. It is therefore safe to say if the employee, be he married or single, is killed, that 66 $\frac{2}{3}$  per cent. of his wage would be paid to one or more individuals who might or might not have been dependent upon him.

Statistics go to show that there are over two million accidents throughout the United States annually; 75 per cent. of these are preventable if a little care is used on the part of the individual.

With these facts staring us in the face it behooves us to adopt methods in our establishments that will reduce the number of accidents that now occur. The safety movement is growing throughout the Union. We now have the safety engineer. The managers of railroads, mills and factories of all kinds are beginning to see the light. They realize at last, leaving out the humanitarian side, that it is better to have men in their employ who are physically perfect than it would be to have them maimed.

There is no doubt whatsoever, from the experience of some large establishments, but what the number of accidents can be reduced by the introduction of safety methods.

The United States Steel Corporation started the safety movement

in 1907. Taking the number of accidents that occurred during 1906 as a basis they reduced the total by 11,074. In other words, 11,074 men were saved from serious injury in seven years by one company. I have the data right here, and I don't think it would take very long to look it over. In 1906 they exhibited a total number of accidents. In 1907 they reduced 532 as compared with the year before.

MR. GREEN (NEW YORK): How many was it the first year?

MR. BRASSIL: It does not give the number for the first year at all, or the reason why that number of accidents did occur, but the following year there is a reduced number here, after deduction of the series. In 1907, 783, and so on until 1913, when they reduced 2273, making a total of 11,074.

The Cadillac Motor Car Co., Detroit, Mich., from September, 1912, to June, 1913, inclusive, 10 months, had 2482 disabling accidents, before they introduced safety methods, and from July, 1913, to April, 1914, 10 months, 880 disabling accidents, a total reduction in 10 months of 1602 disabling accidents. They have over 7000 employees, I understand.

If my time were not limited I could cite several other instances of this character, but the examples that I have given are sufficient to impress upon your mind the benefits derived by the introduction of safety methods in your plant. Every individual employer owes it to his trade that he use all the precautions possible to prevent accidents in his establishment. He is no longer to be considered as an individual with only his own and the insurance companies' interest at stake: he is now one of many. The carelessness of one will compel others to suffer, because rates are to be fixed by the total number of accidents that occur in each industry during the year. Every accident that occurs will be an added burden to be borne by all. The preventing of them is absolutely necessary to reduce the premium charge and the benefit would be shared by all who are connected with the industry.

The suggestions I have to make are as follows:

That every establishment, be it large or small, appoint a safety committee consisting of the superintendent and foreman from each department with from two to five employees from the various departments; they to organize, appointing a chairman and secretary, preferably from the employees, they to meet at least once a month at a given hour, when reports will be submitted as to the condition of the plant and suggestions offered for the correction of any defects that might exist. The superintendent to report at the following meeting as to what was done with the suggestions made at the previous meeting. All of the employees are to be requested to point out any defects that they might see and to make suggestions either in writing or verbally, of possible improvements, to one of the committee, or a suggestion box could be placed in some convenient place that could

be used by any employee who had suggestions to make. Members of the committee should talk danger spots to their fellows and ask for suggestions; get them talking safety; let them see that it is their interest you are after. Caution them of their danger when they neglect to use safety devices. In this way you will have all of your employees interested and they will make suggestions that will remove danger spots. One thing I wish to impress upon your minds most forcibly and that is that the head of the departments must under no circumstances treat the matter lightly; it is a serious proposition that must be impressed upon the minds of the committee; and all of the employees, the foreman particularly, must be cautioned. Any laxity is sure to multiply with the employees. Employers must impress upon the minds of employees to use care and not to take a chance. Dollars cannot repay them for any accidents they might suffer. The employer bears none of the pain, nor is he maimed for the rest of his life; a little care will obviate a considerable amount of pain and suffering.

The one thing that we are always afraid of in every establishment is the fire hazard. It is impossible to take too many precautions to escape this hazard. Some years ago I purchased for my bindery several extinguishers of the tank type made by the Underwriters Fire Extinguishing Co., at a normal cost of about \$8 each. Within three months a fire started on one of the floors among some book wrappers. We had five pails of water thrown on it without any effect, when one of the men appeared with a fire extinguisher and put the fire out almost instantly. He had the advantage of being able to direct the water flow through a hose directly at the fire, and succeeded where the five pails of water had failed. I cannot recommend this type of extinguisher too highly and would suggest that every one of you have at least one on a floor. If you ever have a fire you will be well repaid for your investment.

There is no doubt in my mind that if the printers in this and other states make a concerted action toward the reduction of accidents in their establishments, a large percentage of the accidents that now occur will be reduced; and if one stops to think of what accident reduction means by way of the saving of lives, relieving pain and suffering, which means the safeguarding of the fathers of families or a beloved son or daughter, he surely will not hesitate to begin the good work.

Let us show that we are entering into this undertaking from the spirit of humanity, realizing as we must that our employees are not always as intelligent as the employer and that they do not know the full responsibility for bodily injury that they assume when they engage in any industry, and we will be repaid by having the satisfaction of knowing that we have done our share in the present safety movement, acted fairly with our employees and our fellow-employer; if any accident does occur, we know it was through no fault of ours,

and we can feel confident that the insurance rate in the printing trade will be materially reduced. Our employees will be without disfigurement and capable of performing more and better work. (Applause.)

**THE PRESIDENT:** The next speaker is Charles L. Kinsley, Vice-President Graphic Mutual Fire Insurance Company of Philadelphia. He will address the Convention on "Fire and Accident Prevention." Mr. Kinsley, gentlemen.

## FIRE AND ACCIDENT PREVENTION

CHARLES L. KINSLEY (PHILADELPHIA)

**MR. CHAIRMAN AND GENTLEMEN OF THE CONVENTION:** When asked by the Chairman of your Program Committee to prepare a paper on the subject of fire prevention to present to this Convention, I felt, and indeed still feel keenly the subject too vast, and my ability too limited to do it justice, and keep within the time allotted, but I am going to keep within the ten minutes.

I appreciate this opportunity afforded our company to direct your thoughts for a brief time to this important subject, so vital to the interests of every one in attendance here and to printers universally.

If this were a convention of insurance men, I would not speak in this confidential way of insurance economics, because I cannot pretend to be anything but a layman; and yet the problem as to the best way to secure fire prevention in our individual plants is a process of self-education.

A busy man cannot read one-half of the useful pamphlets that come to his desk, but in conventions we can consider the matter in its concrete form, and force the truths to a conclusion.

If, therefore, we can so impress you that each one will return home with the firm resolve to set his house in order, establish self-inspection methods and eliminate the many fire breeders that lurk in dark corners of thousands of offices over our broad land, we will feel our efforts have met with at least partial success.

We live in an age of prevention: the trend of modern medicine and surgery is rather toward avoidance of disease than its cure. The merchant takes frequent account of stock to insure his commercial welfare. The manufacturer scans his inventory to forestall dangerous symptoms; and this principle, so effective in all things human, will not fail in its application to fire loss.

The results of high-grade housekeeping in the printing office, which has been the tocsin of our company for some time past, do not stop at the avoidance of fire losses and attendant benefits, but there is a contingent benefit in the increased efficiency of the help. Employees

will work more cheerfully under cleanly conditions. Improved health permits of a greater efficiency, not only in the actual bulk, but in the quality as well.

I would point you to the fact that disease and fire have a common cause — dirt and carelessness. They have a common cure. Every man is morally as much under obligation to keep his place of occupancy clean and free from fire danger as he is to keep his body free from disease. The individual must assume this personal obligation, and by his attitude toward others create a public sentiment against the man who by his carelessness is threatening the public welfare. Your responsibility is the greatest during the first five minutes of a fire, for the reason that all fires are the same size at the start.

When you say that you are fully insured, how near the truth are you? Your plant and your stock comprise just about one-half of your business. No insurance will protect you from loss of your trade.

There is too much confidence placed in "fire-proof" buildings. A furnace is fireproof exactly the same as a building is fire-proof, and the contents of a furnace will burn exactly as the contents of a fire-proof building do burn. Do not make a fetch of the words fire-proof. A powder factory might be fire-proof.

It is up to the individual to set his house in order and see that it is kept so by his employees. Risks are dangerous or not as the owners make them so. It isn't wholly the nature of the business; it is the nature of the men who control the business.

There are, I will admit, fires which may be termed the development of natural causes beyond human control, where man's efforts are chiefly mitigative, if at all effective; bearing only on extent or duration, or the extent of damage. Fires started by lightning, and the rare occurrences where volcanic action causes damage, would come under this head; but, fortunately, they have relatively small bearing on the total fire loss.

Fires following combinations of circumstances or conditions not readily foreseen sometimes seem to assume an aspect bordering on the providential; but these again form only a small percentage of the total.

Another class which has its inception in a desire to destroy, or lack of strong desire to preserve property on the part of an owner, in which the ill-will of a neighbor is a potent factor, is defined by the term "moral hazard." It is a prolific source of fire loss, but of indeterminate ratio to the whole. These must be dealt with like other criminal acts in the community; but well-regulated housekeeping has a distinctly restraining influence as tending to discourage conditions favorable to such acts.

Last year in Chicago 1,000 fires were directly traceable to the use or abuse of matches.

In 1912 the state capitol at Albany burned. The financial loss

was \$6,000,000, the loss of documents and records priceless. I quote the exact words of a man who was in the building when the fire started: "The fire at this time could have been easily put out with a pail or two of water — we searched in vain for anything to serve the purpose. The night watchman ran downstairs to sound the alarm, there being no alarms in the building, while we waited for the department."

This building at Albany cost \$27,000,000, and was not equipped with fire alarms, chemical extinguishers, or even pails of water; and we have the testimony of an eye-witness that this fire was a small blaze when it started.

Fire waste in the United States and Canada is about ten times that of western Europe. It averages broadly \$300,000,000 annually, with \$150,000,000 added expense for protective measures imperatively demanded by this great, continuous and increasing loss.

It has been estimated that the 1910 fire waste would pay the total interest-bearing debt of the country in four years or would build the Panama Canal in less than two years. In other terms, it exceeds the combined cost of the United States army and navy and the interest on the national debt; or nearly equals the combined annual failures and pension payments in the United States; or exceeds the combined United States gold and silver production and post office receipts;—these all annual figures.

If all the buildings burned last year were placed together on both sides of the street, they would make an avenue of desolation reaching from New York to Chicago, and although one seriously injured person was rescued every thousand feet, at every three-quarters of a mile a man, woman or child would be found burned to death.

The world's insurance bill is the measure of its fire waste. In the United States, insurance costs on the average about one per cent. of the policy value, or one dollar for one hundred, with three dollars per capita fire waste; whereas in western Europe, insurance costs on the average one tenth of one per cent. of the policy value, or ten cents for one hundred, with twenty cents per capita fire waste. In so far as we reduce our fire waste, the cost of insurance automatically falls in proportion, and from this cause only. In mutual insurance about one-half of all insurance premiums collected is returned to the insured for fire losses, and the remaining one-half goes for expenses and profits in the insurance business.

The difference in fire loss in the United States over that of the principal western European countries is outrageously and criminally greater than it should be; and this condition must arise largely from the ignorance, the carelessness and the indifference of our country's inhabitants.

It has been agreed by some that so far in our national development the total gain to national wealth — arising from the permissible construction of buildings below the desirable standard of fire resistance,



thus enabling men with limited capital to engage in business operations without undue expenditure on property — has been greater than if too restrictive building laws had been operative.

There may have been some merit in the argument applied to times and conditions which have passed, but we should now unquestionably, on the evidence before us, begin to enforce rigidly a higher standard of fire preventative building construction, protection and occupancy.

We have become accustomed to a set of stereotyped terms which are employed in describing the origin of fires, and we have drifted into the habit of looking upon most of our fires as providentially unavoidable. We used to think the same way about yellow fever and cholera, but we have discovered that those things may be prevented. Science has found the way, and the work is being done successfully.

Speaking of the terms we use, one of the most familiar is "spontaneous combustion." I suppose we have all read that hundreds of times in the newspapers, and it has given us a satisfactory explanation of a fire. Spontaneous combustion is nothing more or less than the result of somebody's carelessness. Perhaps it meant the throwing into some dark corner of oily waste or rags, and with the proper conditions that may result in spontaneous combustion and bring about a fire.

Other terms we hear are defective flues, defective insulation and burning chimneys; but perhaps the best known and most frequent causes are all traceable to some individual act of carelessness or neglect.

We are a wasteful people! We have been brought up to waste. We have wasted our land, so that a great deal of it is no longer good for modern civilization. We have wasted our forests until they are largely gone; wasted our fisheries; wasted our homes and buildings by fire; wasted boys and girls by lack of teaching them anything to do that is useful.

We came into this land where there was so much we didn't know what to do with it all, but when the price of beef reaches 45 cents a pound we will know the cost of wasting our cattle.

When we tell the people about the waste from fire, it does not appeal to them. Why should it? We are used to having waste, because our whole mental bent is that waste is a normal condition. We have not yet been shocked out of it. The beef question is beginning to do it. When you say there are three hundred million dollars wasted in fire it does not make an impression. It would impress Frenchmen or Englishmen or Germans. It does not impress us. You say to a man here in New York or in Chicago, "We waste \$300,000,000 a year in fire." What will he reply? "I'm busy; I don't care about that."

I am sure we are a unit here in convention, in lending our aid to any movement tending toward diminishing this awful, shameful waste, due to the lack of fire prevention.

The principle on which the diminution of that waste ought to pro-

ceed is perfectly clear to me. It ought to be on the same principle in which physicians combat disease — unselfishly trying to destroy that which makes for their professional existence. And the elimination of fire as a waste must go on — if it will succeed at all — must go on contrary to the point of view of the average man, making his life less disturbed and more restful, rather than from the point of view of any one or any group of interests.

Now, I trust you will pardon me for injecting just here a personal touch. About eight years ago the insurance question was taken up at our U. T. A. convention along with the other subjects. As an outgrowth of that meeting The Graphic Arts Mutual Fire Insurance Company was formed in Philadelphia, followed some years later by the Printers' Mutual Fire Insurance Company in Chicago, to secure to printers' insurance at lower cost.

We have been successful in our aim, and have furnished insurance to our members at a cost much below the prevailing rate. We have also enlisted the co-operation of strong and old-established mutual companies from other fields.

We have spent thousands of dollars, and are using every effort to educate the printers of the country, and encourage them in every way possible by circulars, booklets, and talks to improve plant conditions. We found that among a large number there was only a hazy notion of the subject; the public generally had never gone into the figures, did not know the causes of the fires, and had no ideas about the individual responsibility which we all have in matters of this kind.

So we find it necessary to bring home to our members, by constant publicity, as far as our means will permit, and hammering away at the simple, ordinary everyday rules which, if observed by us all, would greatly reduce the fire danger.

In this way we have been able to reduce the loss in the printing industry by a large percentage and have been enabled to reduce the average rate in the printing industry to \$1.35. It varies greatly in different industries, as well as in various parts of the country. In the East, as a rule, rates are higher than in the West.

It is the true way, the only way. You must co-operate with others if you really desire to reduce your insurance burden, and secure credit for same. You must support mutual companies in their efforts along these lines. They believe that a fire prevented is preferable to the most efficient extinguishment apparatus that can be installed.

When fire preventative methods are introduced into a plant, when sprinklers are installed, or any of the many systems of good house-keeping are introduced, there is a great reduction in insurance rates. Owners, who install those facilities, it has been estimated in the instance of sprinklers, for example, can get their money back in six years (sometimes less) in the savings made in the insurance rates.

I speak of this matter simply as a business proposition, which

you can work out in your own plants. There are many ways in which our company can render you a service which cannot be secured from your broker without considerable effort. We have learned much in the seven years we have been established, and we are still making further researches which will revert to you in profit. This information is yours for the asking.

Through the co-operation of the printers and allied industries, we have made good, sound, sure progress, until the present time when we carry over three million dollars of insurance—four millions, in fact, in our two companies.

Our secretary has headquarters at the Convention, and he will be glad, with the assistance of our assistant secretary, to furnish facts and figures and answer questions, which, if it were attempted in the confines of this brief paper, would extend it beyond all bounds.

I thank you very much for your courtesy and patient attention to me. (Applause)

**THE PRESIDENT:** We will now begin on the regular Thursday program. The first subject on the program is one in which we are all deeply interested, "Apprentice Instruction." The first speaker is Dr. F. W. Hamilton, National Apprentice Director. Gentlemen of the Convention, Dr. Hamilton, Apprentice Director of the Association.

## APPRENTICE INSTRUCTION

F. W. HAMILTON (BOSTON)

**MR. PRESIDENT, GENTLEMEN:** Before I start to read this paper I want to call your attention to some large photographs which have been displayed in the registration room, which will give you some idea of the housing, at least, of the technical school of printing connected with the Carnegie Institute of Technology in Pittsburgh. I am not going to talk to you about the institute, but I just want to tell you that the pictures are there, because they were only put there this morning.

In rising to address you upon the very important topic which has been assigned to me, I think I may safely assume that it is not needful to make any argument for the necessity of trade training. There are few subjects which are attracting more of the attention of the American public, from the man in the street to the scholar in his study, from the day laborer to the captain of industry, than this. If there remains any one who is to be converted to the general idea of the necessity of trade training, I do not know where he is to be found.

My experience during the last nine months as the executive officer of the Committee on Apprentices has served to show me very clearly the extent and degree of the interest in trade education among printers.

This is shown in new agencies for apprentice instruction, either by the printers alone or in co-operation with the regularly constituted educational authorities by renewed interest and increased support of agencies already existing, by interest in the agencies for higher trade training and by careful study of the subject, preparatory to action later on. There still remains, however, in the printing trade as well as elsewhere, a large number of persons who, as yet, have not carried their interest beyond an intense conviction that trade education is very important, and something ought to be done about it.

A very intense conviction of the importance of trade training is a very different thing, however, from an intelligent idea of what it is, how it should be conducted, and what it involves. One is a sentiment; the other is a series of rational conclusions. Sentiment is after all the great motive power of life. But, like all power, it has to be harnessed to a machine before it can be made effective in action. In other words, the conviction that trade training is necessary, and even the desire to have it, will amount to very little until we have reached certain pretty definite conclusions as to what we want, how we are to get it, and through whose agency it is to be obtained. It is to some of these questions that I desire to direct your attention.

Just what do we want to get as the result of a process of trade training? If I were to ask the first twenty printers whom I happen to meet what they wanted a graduate of an apprentice school to be able to do, I should probably get twenty different answers. If I may judge by the experience of those who have done just that thing, about nineteen of those answers would probably show that the speaker was much more moved by some particular thing which had been a cause of annoyance in his own shop than by any broad view of the situation. He would say that he wanted a boy who could do this, that, or the other thing, right; or that he wanted a boy who would not do this, that, or the other thing, which was commonly done wrong in his plant or which had the power of especially irritating him when it was done.

Very often it happens that the things which strike an individual with especial force are not really matters of knowledge but only matters of care and attention, or their absence, and have little or nothing to do with trade instruction. For example, just before beginning to write this speech, I was told of the chief of a large office, not in the printing industry, who every morning went the rounds of the desks of the clerks and stenographers and examined the points of the lead pencils. If they were not sharpened exactly as he thought they ought to be, he broke the pencils and set the clerks to work resharpening them. This is an extreme case, of course, but may serve to bring out the fact that we need a broad view of the requirements, something bigger than a pencil point.

Nobody in his senses ought to suppose that any system of trade

training will make a boy into a man or will bring in a few years the skill and judgment which are the results of many years of experience. Even the graduate of the best professional school is only qualified to enter the great school of practical experience wherein his real excellence will be developed. Certainly we cannot expect more of the industrial school. And yet we find people fondly imagining that a fourteen-year-old boy may be given a course of trade training lasting from two to four years, in a school, and turned out, a journeyman, qualified to do a journeyman's work and earn a journeyman's pay. I know of at least one case where this expectation is cherished by the printing teacher in a public industrial school.

We may reasonably expect that the product of our trade training will have some command of the information obtained in a grammar school education. Some people have a genius for escaping information, and the number of common things which a grammar or even high school graduate does not know is often appalling. It happens very frequently, however, that this ignorance is more apparent than real. It is not so much that the boy does not know things as it is that he is unable to call up his knowledge at the right moment or make use of it after he has called it up. Trade training cannot be expected to give him the information which belongs with his school course but it will probably have to teach him the relations and use of that information. For example, the boy who knows how to do the ordinary operations of arithmetic is commonly helpless when you put him into a trade school and ask him how to estimate space or stock. He knows how to do the process, but we have got to teach him to make use of those processes in the work that is before him.

We may reasonably expect that the product of our trade school will have some facility with his hands. We are to teach him the use of the mechanical appliances of the trade or at least of that part of it which he is to follow, the manipulation of material, and conduct of certain processes. We are to teach him to co-ordinate the operations of brain, eye, and hand. We are to teach him to do things and to teach him by having him do them under proper supervision and with proper examination of the results.

We may reasonably expect him to have a right attitude toward his work and his employer. Without this, nothing else will be worth very much, either to the workman or to the man who hires him. This is especially true in industries like our own which are far removed from the mechanical operations of unskilled labor. In such operations the line between the artisan and the artist is very difficult to draw. The wonderful work of the medieval craftsmen in wood, stone, metal, and glass, which constitutes so much of the artistic heritage of the twentieth century, was the work of artisans, men who never thought of themselves as artists at all. But they were men who lived for their work and not simply by it. They believed that it was good work and,

being good, was worth doing well. Whatever they put their hands to, whether small or great, they did just as well as they knew how, with a determination to make that particular piece of work just as nearly perfect as they possibly could.

The man who hates his work and the man who hates his employer are alike burdens upon the industry. An attitude of suspicion, of determination to give no more service than is actually necessary to earn the pay, a disposition to take advantage of the employer whenever possible, a conviction that employer and employee are natural enemies, and that each thrives, if at all, at the expense of the other, is a wrong attitude. Trade training which does not teach the folly of this attitude and fails to show the better way of mutual confidence and co-operation can never be successful, no matter how great the technical skill or intellectual capacity it confers.

Perhaps the most profound answer to the question "What do you want?" which I have recently heard was made to Mr. Gage of the Carnegie Institute of Technology when some one said to him, "If you will teach these young men to think, I do not care very much what else you teach them or don't teach them." In other words, there are two great requirements, one, the moral one which has just been described, the other the intellectual one which may be summed up in the word intelligence, or the more popular word gumption.

All education, after all, reduces itself to the development of three powers: the power to see, the power to think, the power to express. In terms of a trade, it means that the craftsman shall have the power to see all that is involved in his materials and in his job. He is not simply to look at a piece of paper: he is to see it with the observing eye which conveys at once to his brain all that he needs to know about that piece of paper. So of any piece of work;—he needs to be able to look at it with the seeing eye which reveals the possibilities of the printed page which is to grow out of the sheets of copy.

The craftsman needs to be able to think about the things which he sees, to compare them with other things, note their resemblance and differences, apply principles to them and foresee the results of processes. He needs to be able to understand the bearings and relations of every piece of work, every problem, every bit of material, every machine which enters into his daily life as a craftsman. He needs to have observed so much and stored his mind so well with the results of observation that he can use the material thus obtained in new combinations. This is exactly what a man does when an emergency arises, or a problem presents itself which is somewhat different from any which he has before encountered, and he shows the readiness and resourcefulness which enables him to meet the situation, and the initiative which enables him to do the necessary thing without waiting to be told what to do. The world is full of men in all walks of life who are willing to do whatever they are told and can follow directions to

the last particular. But what a treasure is the man who can think, who can do the thing which needs to be done without having to rely on a better man's brain for guidance at every step!

The craftsman needs the power to express the results of the thinking which he has applied to the thing or the problem which he has observed. The speech of the orator or the essay of the literary man is the expression of his thinking about the things which he has observed. So of a statue, a portrait, or a landscape. It is in the same way the expression of the results of thinking about things observed. A business card, a letterhead, a book page, or any other piece of printing is the expression of the result of the craftsman's thought about the thing which he has seen. Its goodness or badness will depend upon the accuracy of his observation, the thoroughness of his thought, and the adequacy of his expression.

The development of these powers and characteristics are the things which we must always hold in mind in trade training. In order to secure the results of trade training in the desired advantages to the industry the employer must realize that he has certain responsibilities. Just here is perhaps the most difficult and important phase of the whole question. Educators can work out a system of trade training and means can be found to put it into operation. Taking the educational and industrial situation as a whole, I should say that we are suffering more to-day from ill-advised endeavors and unwise experimentation than we are from neglect. Agencies outside the industries, more particularly school systems, are trying to do things which are no part of their duty and the people in the industries are permitting and encouraging them so to do, in the belief that they will thus, without any trouble or responsibility on their own part, obtain the command of better material out of which to choose that which they may happen to want.

The result of this evasion of responsibility is that in a large and rapidly increasing number of communities the schools are undertaking the teaching of many industries. In a lamentably large number of cases this teaching is unrelated to the industry itself. The boys taught are not chosen with a view to their personal fitness for the industry. Indeed they are not chosen at all; they choose themselves. No one is responsible for the actual entrance of these boys into the industry after they have left the school. There is no relation between the number of boys studying a given trade and the absorbing power of the trade. The man in charge of the printing department, for example, naturally wants to have his department make a good showing. He would like to graduate 30, 40, 50 boys from his department, without stopping to think whether the printing offices in his town can take up 15 or 25 of these boys. The instruction is not always of the best, the equipment not always wisely chosen, the methods often smack too much of the schoolroom and too little of the shop.

One of the greatest of these difficulties is the low grade of the boy who finds his way into the industrial school. (Now may I say just a word which is not in the paper as to the basis for the few remarks which follow on this point. I have been for a number of years a member of the State Board of Education in Massachusetts, where an industrial school movement supported by the State is gaining considerable headway, and I have been in conference with men who are working in those schools and have been studying the situation for a good while. While what I am going to say may perhaps be a little surprising, because it is unusual, I know that it is true.) Legislation generally, and practice always, provides that the industrial school shall be open to the boy of fourteen regardless of his standing in the grades. At fourteen the normal boy under ordinary conditions is finishing his grammar school. A large proportion, however, of the boys of fourteen are retarded; that is, they are one, two, three, or even four years short of grammar school graduation. It is from the ranks of the retarded that the industrial schools are largely recruited. School superintendents, school boards, parents, and citizens generally unite in regarding the industrial school as a scrap heap. Of course this is not true of technical high schools. I am talking about industrial schools. These schools are not only used as a dumping ground for the incompetent but as a penal colony for the incorrigible. The boy who is too stupid or too unruly for any other kind of a school is regarded as the proper material for the industrial school. The boy who has not brains enough to learn anything else is regarded as divinely appointed to learn a trade.

I happen to know that this condition presents a very serious problem to industrial school teachers. The law says they must take the boys at fourteen. As a rule they have quite as much trouble with the retarded boy as anybody else has. In practice there is but little more chance that a fifth grade boy of fourteen can take up industrial school work and do it well than that he can take up high school work. He is fit only for unskilled labor. You can not make a good printer out of a stupid boy. The school may have to take him and the community may spend its money and he his time, but the industry does not want him. It has enough boneheads already.

Many of these difficulties are not as apparent now as they seem likely to become in a few years. It must be remembered that while the industrial education movement is attracting great attention and sweeping the country in its advance, it is still new and the number of industrial schools and of boys in the schools is as yet actually small. When every town has its fully developed system of industrial schools and the great majority of boys are in these schools, the difficulties just indicated will be very acute.

Three responsibilities rest upon the employer which cannot safely be evaded. First is the responsibility for choosing the boy. It is



unfair to the boy and unfair to the community to allow the community to spend its money and the boy to spend his time in the effort to obtain a certain amount of fitness for a trade which he may never have the opportunity to enter. It must not be forgotten that trade education differs from academic education in this important regard. The boy who spends four years in a high school is devoting his time to the acquisition of information and of intellectual power which may not be directly applicable to any wage earning occupation but is indirectly applicable to any occupation and to every phase of the boy's later life. The boy who spends four years or less in an industrial school is using his time and the community's money for the acquisition of information and power applicable only to one occupation. The high-school boy is acquiring something which will be valuable always and everywhere. The industrial-school boy is acquiring something that will be valueless unless it can be used in a certain way. It is the duty of the employer to look after the recruiting of his own force. It is the duty of the printers of to-day to pick out the boys who are to be the printers of to-morrow.

In no other way is the quality of printing craftsmanship likely to be raised or even maintained. The printer knows the kind of boy he wants as raw material just as well as he knows the kind of ink and paper he wants. It is up to him to find it. If he contents himself with trying here and there a sample from among the boys who offer themselves without any care in selection he will never get anywhere and will wonder why the present generation of boys is composed only of fools, smart alecks, cigarette fiends, and budding crooks. There are as good boys in the world as ever there were, but like all other good things they have to be looked for. The recruiting of the ranks of the trade belongs to the trade. It cannot be left to anybody else without gravely serious consequences.

Having picked out the boy it is the employer's duty to teach him the art and practice of his trade. The employer can teach the trade a great deal better than anybody else can do it. It cannot be said too often and too emphatically that the technique and hand skill of the trade can be best learned in the place where the trade is practiced. The practical part of trade training belongs to the employer.

But every trade has its science as well as its art; its "why" as well as its "what"; its intellectual as well as its practical side. This intellectual side, this acquisition of collateral knowledge, this ability to mix brains with printer's ink may indeed be given by somebody else. The school cannot relieve the employer of the responsibility of teaching the trade. It can and may assume the responsibility of teaching the apprentice. In co-operation with the employer it can, by properly directed effort, give to the apprentice instruction which will add enormously to his value and will give his work just that vital power which raises it to the level of craftsmanship.

It is just at this point that Germany has scored her great industrial and commercial success. The industrial progress of Germany since 1870 has been wonderful, unequaled in the whole history of the world. This progress has been due, perhaps more than to any other cause, to the careful provision which has been made for the education of the working classes. Please note what I am saying. What the German state provides, and supports by compulsory attendance, is the education of the workman, not the teaching of the trade. Germany did not make the mistake of attempting to teach trades in schools, or by laboratory methods. With characteristic shrewdness and grasp of underlying principles she saw that the teaching of the practice of trades was the business of the employer, and she took good care not to relieve him of that responsibility. The state left him what he could do and took over only that which he could do with difficulty, if at all.

And then the employer is responsible for seeing to it that the apprentice has his chance. It is the foreman's business to make a showing for his department. That is what he is there for, and if he does not make that his position is in danger. If the young workman can do some one thing better than anybody else in the department, even though it may be work of low grade, the foreman will probably keep the young man at that particular job just as steadily and just as long as he can, with the very probable result that a promising craftsman may be spoiled and the industry ultimately suffer. For, after all, the success of the industry depends upon getting out of every man the best he is capable of, just as the success of the individual depends upon his ability to get the best out of himself. Surely it is a short-sighted policy and a waste of time to allow anything to interfere with the complete development and greatest possible usefulness of the young fellow whom we have taken the trouble to choose with care and to educate up to a certain point. It is the employer's duty to see that good human material is not spoiled in the making. Trade training offers great advantages if properly developed. The best and quickest way to secure those advantages will be to take sufficient thought to realize what we want, to take a broad view of the subject as a whole, and to take the personal responsibility which belongs to every one of us. (Applause.)

**THE PRESIDENT:** The next address on the program is by A. A. Stewart, of the North End Union School of Printing, Boston. Gentlemen of the Convention, I beg to introduce to you Mr. Stewart of the School of Printing, Boston.

## APPRENTICE INSTRUCTION

A. A. STEWART (BOSTON)

GENTLEMEN, PRINTERS OF THE UNITED STATES: What I have to say will be very brief. Dr. Hamilton has covered the subject so well that I fear there will be very little to say, except a repetition, and perhaps from a personal viewpoint.

I am here, I feel, personally, as a representative of the boy. I have been for a number of years dealing with boys — different kinds of boys — who expect to be printers. I find that my experience in these few years has changed around my conceptions as a journeyman printer and as a man who worked in the shop, so that my sympathies are a great deal with the boy.

There are two phases of this subject of the apprentice and his training to which I wish to call your attention. One of them concerns the kind of boys you want in your shops as apprentice-printers and your treatment of them. The other phase concerns the trade school and the way in which you may expect to get the boys you want from the trade school.

On the first of these subjects I think there is an attitude of unreasonableness among many well-intentioned employers. On the second topic there is a prevalent misconception of aims and function.

There is complaint of the scarcity of boys of the right kind for printers' apprentices. It is an old story, and it is more common to-day than ever before. If you read the old trade papers and the histories, the same complaint was made generations ago about the kind of boys who came into the trade. It is not exclusive with the printing trade, either; the plumber even complains.

We all know individually just the kind of boy we would like to have for an apprentice-helper in the workshop. The specifications are quite uniform everywhere. The boy must have no bad habits. He must require neither an alarm clock nor a time clock. He must be bright, honest, truthful, tidy, courteous, cheerful. He must be a model of conduct, willing to wash the rollers, of course, and to carry forms to the foundry at any time, no matter what his age. As for education, he must of course be a good speller from the very start, even if the boss himself and others in the establishment are rather shaky on that point and have to go to the dictionary frequently. He must be able to read manuscript. He must be able to punctuate it. He must have this knowledge, you will understand, even before he has had some experience; he must have this as a boy. He must show some signs of taste if he is given a piece of display composition. He must be able to count and figure out stock. He must be able to handle a sheet of paper without spoiling it. And more probable than any-

thing else, he must be able to understand just what the boss tells him without knowing anything about the processes.

Whether there are many of this kind of boys in a printing plant in any given place I think is due more to the fact that the place itself is a desirable one in which to work and in which to learn a trade, and whether the employer and the foreman treat the boys fairly.

Most employers expect too much of a boy whom they take as an apprentice. They put the risk of the outcome entirely on the boy himself. If the boy succeeds, why, he is a credit to his employer; but if he fails it is the boy's fault and his employer is never worried over any share he or his shop had in the failure.

Employers of this kind probably mean well, but they reason very badly, and they have a very imperfect remembrance of their own youth. They keep forgetting what they themselves were and what they could do when they were boys starting in life.

While it is reasonable, of course, to expect that the boy whom you take into your shop as an apprentice to educate for your own work and his own welfare should show some evidence of the possession of some desirable qualities, it is safe to say that by far the greater part of these desirable qualities are oftener developed by the right experience and an encouraging and stimulating influence than that they blossom in a wild state under unfavorable conditions. Unlike poets, good apprentices are made after they are born, to a great extent.

It is a fair estimate that for every boy who has succeeded as an apprentice-printer because of fair treatment by his employer, more boys equally good have been spoiled and have become unambitious, inefficient workmen, because of neglect and inconsiderate treatment by their foremen and employers.

Let us not forget that the boy is the most helpless factor in our whole industrial system. All other parties (the journeyman, the employer, as well as the buyer of their product) have the means and are able to defend themselves against unjust dealings; but the boy, who is an absolutely necessary factor in every workroom, is wholly at the mercy of the other parties, and he has been given scant attention either as a human element entitled to fair play or as an economic factor.

We are beginning now, of course, to see what an extravagant thing this neglect has been and still is,—this ignoring and wasting of the potential values of the boy product.

The printer's work nowadays is a varied and complicated set of operations. They are not so simple as they were a generation or two ago, nor are they so easily mastered as they were. The qualifications in a boy who would succeed are correspondingly increased in variety, although they are fundamentally the same as they always have been and probably always will be.

When you remember, also, that the boy of this generation is to a

great extent a different boy in his bringing up and his habits than was the boy of past generations, it is not difficult to explain the scarcity of desirable material for apprentices.

So, while we have a right to expect certain qualifications in boys for different parts of the printer's work, let us be reasonable, and let us get the best we can; and when we get the best we can, let us make the best of that. Let us not expect to find in the immature, inexperienced boy of sixteen the qualities which belong to the age of twenty-five or thirty.

You have started on this problem of educating your apprentices, and you realize how important is the question of choosing the right boys, adapted for the various trades in the craft. Some of you may be worried over the dearth of good boys for your shops. And surely the selection of the right boy is important; but let me say that the spirit and the manner in which the employer treats the boy and helps him to educate himself for his work after he is chosen is a matter of far greater importance both to the boy and to his employer.

It is surprising how you can increase the working value and the manhood of a reasonably good boy (or even a bad boy) in a few years by giving him the right start in learning the all-round fundamentals of his work, and then properly supervising and directing him in the specialties of your shop. Some few employers realize this, but I think most of you do not, because you have not tried the plan very thoroughly.

This matter of increasing the efficiency of a good bright boy in the shop I think is important, and I want to repeat and emphasize that. Ask Mr. Todd, Mr. Kilby Smith, Mr. Nichols, not to say Mr. Donnelly, who can give you some evidence as to how relatively easy it is if you only pay attention—it is not such a difficult thing—and how you can increase the boy's efficiency in your shop as well as the boy's own feeling toward his trade by giving him a little attention.

But do not make the mistake of expecting someone else to do this for you without your help. Your apprentice is your responsibility and your opportunity, and if you neglect to delegate the one you will miss the other.

Most employers and foremen look for their skilled labor in the open market, which means that they are looking for workmen trained in other shops.

Now that trade schools are being organized and public schools and other institutions are making the attempt to teach young printers, there are many employers who are looking and will be looking to these places for their apprentices. This is a great mistake. I speak from a very keen personal experience. Experience will show that it is not a satisfactory scheme, however convenient it may appear to the employer.

You may get a good apprentice from such a source, but you will still be taking chances. The boy may be all right, and he may fit into some shop, but that shop may not be yours. Personality and some

acquaintance with the boy and his parents and his home are important factors in a successful apprenticeship. I think we do not give that enough attention. We are too impersonal in this matter of choosing a boy, in our interest in the boy. Now just remember how you felt about it personally when you were boys starting in life. If you can only just get yourselves back really to the point of how you felt about it, how you looked on things when you were a boy, please not to forget that when you are dealing with a boy. This does not mean, of course, to mollycoddle the boy or to cuddle him in any way.

The boy may be all right and the trade school may be all right and doing all it can, and your shop conditions may be all right, but the responsibility of harmonizing these factors for your service is your own individual, special duty.

There can be little doubt of the value of the trade school, conducted under right auspices, in giving the boy some trade training and relieving the shop of the expense of giving that rudimentary start. The trade school is a logical and inevitable development to meet modern conditions. But get your own boy and make an apprentice of him. Don't expect him to be sent to you ready-made. The trade school should not be considered an employment agency. I wonder how many men there are in this audience or in the United States who will confess to themselves that they don't look to the trade school to furnish them with the boy rather than to help them to educate the boys that they can find themselves. Be honest with yourselves on the matter.

Try out your boy in a preliminary way as an errand boy or as a general helper in some department for a while. Find out something about his antecedents and his connections. If he seems to have the qualifications and the inclination, encourage him and help him to get the rudiments and a broad foundation for his work. Show him the advantages and the opportunities of his calling, and impress him with the fact that he must be above the average or there is little worth while in it for him.

Another point, and finally, in this connection. Put the boy under a definite obligation to learn his work thoroughly and to fit himself for the step ahead of him. Have it understood that promotion and an increase in pay depend upon making himself more efficient, mentally and manually, and not upon the mere lapse of time. Give him to understand that in order to be a fixture in your shop he must keep moving. Blessed is the boy who has a strict boss, for he shall learn many things that are kept away from the fellow with an easy job.

Now, if he won't or can't fulfill this simple obligation, why, it is your duty equally to get rid of that boy. The lack of this very plain simple business condition I don't hesitate to say is the cause for a great deal of your low shop efficiency and your high cost of production. (Applause.)

**THE PRESIDENT:** Gentlemen of the Convention, the next speaker will be Mr. Alfred Eugene Deaderick, of The Lakeside Press School of Apprentices, Chicago. Mr. Deaderick, I am told, is a special apprentice who has taken a three years' course for an executive position.

### APPRENTICE INSTRUCTION

**MR. PRESIDENT AND GENTLEMEN OF THE CONVENTION:** This paper really is not mine, gentlemen; it was written by Mr. Sheldon. Mr. Sheldon was unable to come to the Convention, so as I was most closely associated with him for the last two years in all his work I was the one selected to read this for him.

If you notice a certain similarity among these three papers on "apprentice instruction," it ought to have some weight with you that three trained minds in the very front of this movement of training printers' apprentices have reached practically the same conclusions.

#### PAPER READ BY ALFRED EUGENE DEADERICK

Apprentice instruction, as used in this paper, means the selection and training of boys for the various departments of the printing trade. The views given are largely the result of experience and are not final in any case, as vocational training is still in an experimental stage.

All plans for instruction fail without the right subject to instruct, so the first great problem is to find the boy to train, and to know him when you find him. By visiting the public schools, getting acquainted with the sons of the employees, and watching for desirable boys at all times, one can always have an eligible list. The widest publicity should be given the training possible for printers' apprentices in order to attract a desirable class. Before a boy is selected, one should make a careful study of his schooling, his habits, his home environment, and his health. The problem of securing boys at the Lakeside Press School is now a simple one, as the older apprentices are anxious to bring boys,—and they know the caliber of those desired. We have at present about a dozen families who have sent the second boy, and from one the third boy came in July, while not long ago one kindly disposed mother, who has two boys with us, came to inform the supervisor of the birth of a grandson, and suggested that he would probably make a desirable apprentice in a few years. The Chicago Typothetae School is finding no difficulty in getting desirable boys as apprentices.

The full meaning of an apprenticeship and the signing of an agreement can only be made plain by a personal meeting with the parents. As the great strength of the old apprenticeship was the direct contact of master and man, so in the modern system there must be a close contact of the apprentice in the home and the supervisor in the school as the representative of the employer. A desirable boy for an appren-

ticeship is the public-school graduate, who is normal, lives in the right home atmosphere, and is desirous, through home and school influence, of learning a trade.

The boy selected is usually about fourteen years of age, active, intelligent, and ready to be trained. If he is given three or four hours a day of schooling under careful training, an equal amount of good, hard work under close supervision, a reasonable amount of outdoor exercise, a little attention to his rapidly forming habits, and some advice in regard to his health, he will develop rapidly, and in two years will surprise one by the quantity and quality of work he can accomplish as a regular apprentice. The same boy turned loose for the two years would have acquired all sorts of bad habits and lost whatever habits of study he might have formed in school. One would be unable to train him, at sixteen, to do any really efficient work without great effort. From this latter class most of the recruits in the printing trade, as well as other industries, are drawn. Can one wonder that the efficiency of the workers is low and the cost of production high?

The boy who is financially able to continue a high-school course for the sake of the broader training makes an even more desirable apprentice, if his viewpoint is not distorted by the school and he does not object to learning a trade as beneath his dignity. He should be given credit for the years spent in high school, but the fundamental trade training should be required of him, to be done in a much shorter time on account of his greater ability to apply himself,—or his training has been of no value.

Contrary to general opinion, the low wages received during the early years of the course, due to the half-time arrangement, is an advantage, as both parents and boy realize that the boy is learning, and that high wages as a skilled workman means low wages as a beginner. High wages as a beginner often means little advancement.

The schooling during the first two years should consist of both trade and academic work. A carefully graded series of lessons in composition, with some presswork, lays a foundation for advanced work in any department. Time being the principal item of cost that the boy has to supply, he should be trained to use it to advantage. The lessons, from the first, should have an estimated time and the young worker trained to know what it means to work within time limits. Some incentive may be offered to those who make excellent time records. The Lakeside Press offers twenty-five dollars a year for high efficiency,—and it pays. Quality should never be sacrificed for quantity, but a reasonable quantity of standard quality must be produced, or one should determine why, and possibly thereby save the trade another failure by a process of elimination when the operation will do the subject but little harm. To have competent workmen in the trade they must be trained for the trade and the poor workman caught before he gets into the trade,—as a workman.



The public schools do not, possibly cannot, teach the value of time or materials. The average boy has no conception of the value of either. These values he must learn at once as a worker, and no where can it be taught to better advantage than at the case. It is not unusual for our beginners, after a few months training to make monthly records of 105 to 110; 100 being the time basis marked and meaning standard quality within the estimated time; above 100 meaning standard product in less than the estimated time. These results are obtained by teaching boys to attend to their work and not to waste their time by false motions or wasted effort. Arithmetic, reviewed from the applied or factory side, makes it real, and something more than a problem with an answer. A boy given a page of reprint copy can easily be taught to figure the number of ems, and if there is an estimate of so many ems per hour, and his standing depends upon the estimate, the problem becomes very real, especially if there be some reward for high efficiency. Every lesson, whether at the case or in the school, should be a lesson in English, as well as the formal lessons in that subject and the exercises in proof reading. This trains the student to write clear, forcible English, with proper attention to the mechanics of the subject. A course in geometry gives a foundation for mechanical drawing, trains the boy to follow a course of reasoning, and not jump at conclusions. A thorough course in simple design, including lettering and color harmony, should be given to all students. The best specimens of the master printers should be studied and a careful analysis made of the points that go to make a work a masterpiece. It may seem a simple matter, but it requires years of careful training to teach one to print a book and make it a work of art. A series of lessons on health will do much to teach the young boy proper habits and to develop his physical self.

A carefully graded series of lessons in bookkeeping soon accustoms the apprentices to habits of accounting, may encourage them to keep personal accounts, and, incidentally, to begin to save. In this they should be encouraged and shown how to invest a small sum as a saving. One apprentice, thus encouraged, who has earned about a thousand dollars, has over seven hundred carefully invested; his parents wished to encourage him in the saving habit and gave him this opportunity. Another boy, while earning two dollars and forty cents a week, put the entire amount in the bank,—saving his carfare by walking and thereby getting good exercise. Such examples encourage one to the view that it is possible to train young men to save, rather than to anticipate the next week's salary.

Time cards to account for all time should be required, and wherever the boy may be he should work under close supervision and be responsible to some one. Our boys, during the half time at work, work as office boys, as outside messenger boys, or in the different departments of the factory.

They always work under an overseer who is responsible for their time and their behavior. No difficulty is found in getting the boys to do the work assigned. It is sometimes necessary to change a boy from one department to another, but this should never be done for some whim of either boy or overseer. The boys desire frequent change and to humour them simply discourages habits of stability. Even when on errand service a boy must not be allowed to loiter but must account for his time. This is a simple matter when given a little study. There is good training in all kinds of work, and there is a great deal of work that can be well done by the boys, but some one must see to it that the proper training is given and not expect results in any haphazard way. Neither must we expect a man's work from an immature boy, nor be content with a boy's work from an immature man who has had no training nor any attention given to his development.

During the preliminary course the boy should learn the fundamental principles of book composition, to set tabular work and simple display, with the elements of presswork. His school training should include the essentials of the first two years of a high-school course, with especial attention to applied design. Then, at sixteen, he should be able (through the close contact for two years with the business and the instructors) to decide the department he is best fitted to enter. Having entered a department he should be closely supervised during the early years and be encouraged to remain in the department selected; but should he develop any special talent for some other line of work, a transfer may be arranged.

Upon the foundation built during the preliminary course the training during the apprenticeship should be based. The apprentice should attend school for several hours each week, on full pay, during working hours when he can be held to account for his time. The lessons should apply more particularly to the branch of the trade he has selected, and should be correlated with his work in the factory, which still is under close supervision.

As the apprentices develop in maturity, some training in cost accounting, civics, and elementary economics should be given to all. The elements of cost should be thoroughly analyzed and understood, and it made clear that if time paid for at the rate of fifty cents an hour is sold for one dollar and twenty cents per hour, the difference is not all profit. Then the young man may not be so anxious to launch a business enterprise without capital.

To the oft-repeated question, "Does it pay to train boys?" one may say "Yes," as a business proposition, or the work would not be continued, for as labor is one of the largest factors in cost, careful selection and training of employees is necessary to prepare efficient men, in order to keep the costs within bounds.

And to other questions, "Can the public school do the work you are doing?" one may ask, "Can one reasonably expect to have men

trained for him without thought or effort on his own part?" One cannot expect the public school, interested, as it should be, in a general education, to prepare well-trained men for any trade. The public school can lay a broad foundation upon which to build the trade training, and this should be demanded. Printing, as a phase of industrial education, may, and probably should, have a larger place in the public school, but to attempt trade training when shop conditions cannot exist is out of the question. The same thing is true of any trade. The public-school training should be carried over into the trade training rather than the trade training attempted in the public school, where it can never be done satisfactorily, as trade conditions are not and cannot be maintained. We often read in the school journals of new equipment to teach printing being installed in the school at A or B, and the school expecting to pay for the plant soon with the output. The school, and indirectly the printers, may pay for the equipment with the product, and the printer in the town may hire the boy that is trained in the school,—but such a product, and such a training! The teacher in such a school is usually one who has spent a few hours or weeks watching printers at work to learn the trade and whose attitude toward the trade is entirely wrong. A skilled printer may learn to teach, but it is a problem for a teacher to become a skilled printer,—for a teacher, having spent years in preparation on the academic side, cannot seem to realize that the man who has spent a like number of years in learning a trade may be her equal in both culture and intelligence, his training having required as much thought and effort as her own.

Who is to blame but the printers, who, through their lack of interest, allow such things to be done in the name of printing? The viewpoint of the teacher must be changed and the printers in any community must do their share. Then the problem of getting boys to enter the trades will be a simple one. The printers have a plain duty in the problem of apprentice instruction in any community, and they cannot afford to neglect so vital a matter.

The class now completing the seventh year in The Lakeside Press School has a larger number of those who entered than a seven-year course in any school with boys of the same age can show, and just now, when management in every business is passing through an ordeal of fire, they are showing an ability and versatility in every emergency and a loyalty that is worth while.

An apprentice trained under the conditions outlined, at the completion of the course, will have acquired mental and physical development, a discipline that enables him to do things and have some satisfaction in the doing, and be able to earn a living. He will be a loyal man, and not swayed by every passing "ism." He will make your business his business, and be a credit to your training. (Applause.)

The PRESIDENT. The next subject on the program is "Printer-man and Paperman; Partners or Neighbors—Which?" We are to have the pleasure of hearing from Mr. George Olmsted, of the J. W. Butler Paper Company, Chicago. Gentlemen of the Convention, Mr. Olmsted.

PRINTERMAN AND PAPERMAN  
PARTNERS OR NEIGHBORS—WHICH?

GEORGE OLMSTED (CHICAGO)

GENTLEMEN: I hope I can make myself heard, but I danced in this room so hard the night before last that I got a cold in my throat, and I don't know whether I will have trouble or not.

I presume a program committee in search of speakers has a hard and thankless task. Such a committee in approaching a prospect rather expects a rebuff or a regret. Your committee will tell you I went more than half way to get my invitation to speak before this representative gathering of the members of the United Typothetae and Franklin Clubs of America and their friends. I wanted to be a factor in helping to bring the organizations of printers and paper houses together in a closer bond of friendship, co-operation and successful achievement. So naturally I appreciate this opportunity and thank you for it.

Your organization is accomplishing a great educational and uplift work, and there is no one who has aught to do with the printing trade who, either directly or indirectly, is not receiving a benefit through the new order of things. We, the paper men of this country, fully appreciate that you are the largest and most essential factor in our success, and, while we trust we have contributed in some measure to your wonderful development, we know that the biggest accomplishments are yet before us; and if we would make them ours we must have a broader vision, a more definite and mutual purpose, and team work of the kind that brings us to our goal, and brings us there together.

I have been asked by your committee to speak particularly of our relations in connection with the much-discussed questions of "Selling the Consumer" and "The Net Versus the Long Price List." My remarks will be confined to that department of the paper trade engaged in the sale and distribution of so-called fine and printing paper and paper products.

The question of the paper house or dealer selling direct to the consumer is not a new one; it has always been with us in one form or another. We will start out with the premise that this question presents some very tangible problems to the printer and that we are all agreed

that he is entitled to every reasonable protection at the hands of the paper house.

The marketing of the more important of the world's commodities is generally handled through certain well defined and fixed channels of trade. For instance, they move from producer through jobber, wholesaler, and retailer, to the so-called ultimate consumer. Strictly speaking, there is no retailer in the paper business, and "there's the rub." The paper house must serve in the dual capacity of wholesaler and retailer. We recognize the printer and publisher as our natural customer. Our business is organized to take care of him and his wants. We cannot prosper unless he as a class prospers. We must help and not hinder him. We must safeguard the interests of the printer and still serve in our other capacity.

The almost endless variety of papers which the paper dealer must carry in store includes many kinds used in lines of trade and manufacture outside the printer's field of endeavor.

The printer should be protected in his purchase of paper used in his line of work as against his customer, who may seek to buy his paper direct. How can this protection be best secured? If sale of the paper in such instances is to be confined to the printer, then certain obligations are imposed upon the printer. He must refuse to buy paper from those who do not adopt this policy. He must also refuse to print any paper that he does not buy. He and his fellow printers must be of one mind on the proposition, so that some printer will not, as is often the case, say to the paper man, "Oh, yes, you sell my customer direct; it's all right; I don't want to finance the paper purchase anyway." Now, is such a plan of protection a wise one, involving, as it does, so many uncontrollable conditions? If, as we all agree, the printer has an interest in the paper which he prints and must make a reasonable charge for handling, why not make that charge whether he buys the paper or his customer buys it? When I started out to buy my first suit of custom-made clothes I thought I would save the tailor's profit in the cloth, so, as my father was in the dry goods business, I got a price from the wholesale woolen merchant. I then hied myself to a tailor for bids with and without cloth. I found there was no saving and asked the reason why. The tailor said, "I am not merchandising cloth but I am manufacturing a cloth product. I charge for handling the cloth whether I buy it or not, and if you want to relieve me of any responsibility in selecting and buying the cloth, why—go as far as you like," or something to that effect. Suffice it to say, I never made this experiment again.

Now, does not such a case have a direct bearing on our question? If the buyer of printing knew he had to pay the same charge for handling paper whether he or the printer bought it, do you think he would be very keen about taking all the responsibility of the paper problem, which is no small one?

You may be interested to know that this is a question perplexing the printers in other lands than our own, as evidenced by this paragraph from an article in the London Paper Trade Review:

"So far as many buyers are concerned, of course, the paperman is bound to sell. There are the various corporations, councils, banks, railways, publishers, shippers, etc., all of whom are able to place much larger orders than any printer. It is with the smaller fry that most trouble is encountered; the men who want a few odd reams to rob the printer's profit. In many provincial centers there are agents who will sell paper at wholesale price to anyone, provided only that the ream is not broken. This practice is reprehensible and in our opinion not legitimate. The best houses refer enquirers after paper to the printers in their vicinity, a method which promotes comradeship between paperman and printer. All said and done, the printer is the paperman's best customer, and it behooves the paperman to watch the interests of his printing friends."

This report certainly indicates that the situation surrounding this question is very much worse in England than it is here. As nearly as we can estimate over ninety per cent. of the sales of printing papers by the dealers in this country are made to the printer and publisher, and these dealers are as anxious as you are to find just the right solution of the difficulty.

Is it possible, then, for us to so control the sale of the remaining ten per cent. of merchandise that it may not constitute a serious menace to the upbuilding and continued progress of the printing trade? How would it do to lay down this principle for the guidance of the paperman and the printer—paper prices can be quoted and direct sales made in cases where the printer doing the work does not object? If he does object and the paper houses respect his objection the printer must find a way to handle the purchase of the paper and still confine his dealings to the paper houses who will thus protect him. It goes without saying that the ordinary buyer of printing should place his complete order with the printer, there being no more reason why he should withhold from the printer his order for paper than his order for ink or anyone of the other component parts of the job.

In working out our problem it is highly important that the trade relations existing between the buyer of printing, the advertising agent, the printer, and the paper dealer be based on mutual respect and confidence. Any policy or act that, in the least degree, tends to impair this confidence must be avoided. Experience shows that the so-called long price list has just this tendency. A quantity buyer of printing is generally informed of the current market prices of the goods in which he is interested. If not, he has many ways of getting the information. If he does not make a study of paper, his advertising

agent usually does, and if the latter knows his business he is equipped to give advice as to values of paper, its uses, etc. If we should hand a long price list to such a consumer, he would probably smile and say nothing, but seek an explanation from some one, and he would get it. Likely as not some not-too-ethical printer, in his desire to perform a service to the buyer and thereby curry favor, might be the one to explain. His explanation might destroy the cordial feeling heretofore existing between the buyer and his regular printer.

If your charge against paper is fair and legitimate, do not be ashamed to make it. If competition makes this impossible under a net list, it will have the same effect under a long list.

I believe that the primary purpose of a price list is for the convenience of the printer. It should make for correctness, equality, and stability of prices; in fact, it should be the printer's compendium of paper knowledge and paper values. The net price list has standardized values and brought them out into the open, thereby establishing a genuine market price basis which all printers know and understand.

If a long list is the established thing, any one can have it for the asking. Why, pray, should the ordinary buyer of printing have a price list? It will confuse him and further complicate matters for the printer. A general distribution of such a list would prove the truth of the old saying, "A little learning is a dangerous thing." No, let us find a more dignified way to protect the printing trade. Let the paperman get closer to you; let him appreciate fully the aims and purposes of your work. Let us determine who should properly buy paper from the dealer and who should not. I am in a position to say that the paper dealers of this country are daily refusing to sell to consumers. If finer lines of distinction should be drawn, let us get together and discuss the subject. But let's not start by resurrecting the long price list, believing that it will be a panacea for all our troubles. I have reason to think there are many printers who would not willingly go back to the long price list, if for no other reason than that they would rather "bear those ills they have than fly to others they know not of."

There are other reasons than those I have given why a long price list appears to many to be impractical, but as there exists an honest difference of opinion suppose we call a meeting of representatives of our respective national associations. Delegates from the various local associations can be appointed to attend this meeting, and in this way we can take up the subject, debate the points at issue, and dispose of the question one way or another. The independent action of some of your local bodies in adopting resolutions either for or against a particular form of price list is ineffective.

We all seek the right thing, and we stand a far better chance of finding it if we will work together. Reversing the words of the old gospel hymn, "When we know each other better the mists will roll away."

*If I knew you and you knew me,  
'Tis seldom we would disagree;  
But never having yet clasped hands,  
Neither fully understands  
That each intends to do what's right,  
And treat each other "honor-bright."  
How little to complain ther'ed be  
If I knew you and you knew me.*

*Whene'er we ship you by mistake,  
Or in our bill some error make,  
From irritation you'd be free  
If I knew you and you knew me,  
Or, when checks don't come on time,  
And customers send us nary a line,  
We'd wait without anxiety  
If I knew you and you knew me.*

*Or, when some goods you "fire" back  
Or make a kick on this or that,  
We'd take it in good part, you see,  
If I knew you and you knew me.  
With customers many thousand strong  
Occasionally things do go wrong—  
Sometimes our fault, sometimes theirs—  
Forbearance would decrease all cares.  
Kind friends, how pleasant things would be  
If I knew you and you knew me.*

*Then let no doubting thoughts abide  
Of firm good faith on either side;  
Confidence to each other give,  
Living ourselves, let others live.  
But any time you come this way,  
That you will call, we hope and pray,  
Then face to face we each shall see,  
And I'll know you and you'll know me. (Applause.)*

THE PRESIDENT. Gentlemen, the next subject on the program is "The Remedy for Over-Equipment,"—a very interesting subject. An address by Mr. Fred Webster, Advertising Manager of the American Writing Paper Company. Gentlemen of the Convention, I beg to introduce Mr. Webster.



## THE REMEDY FOR OVER-EQUIPMENT

FRED WEBSTER (HOLYOKE)

MR. CHAIRMAN, GENTLEMEN, MEMBERS OF THE UNITED TYPOTHETAE AND FRANKLIN CLUBS OF AMERICA: I am before you to-day as a paper manufacturer to tell you book and job printers that I think you ought to be able to secure at least one hundred and fifty million dollars worth of new business this coming year. And what is more to the point, I am here to tell you that we paper manufacturers are out to help you get it.

We believe that your industry is over-equipped. We are convinced that your most serious problem to-day is one of over-equipment. The government figures bear us out in this conclusion. They show that you are doing but two hundred and fifty million dollars worth of business on a two hundred and two million dollar investment. You are not selling enough printing. The total annual business of the average printer to-day is but one and one-fourth times his investment. A printer should be able to do at least twice his investment. In fact, the really successful printers are doing an annual volume of business from two and one-half to four times their investment in equipment.

We — that is, my company — considered this problem more than two years ago when we decided upon our present advertising policy.

As we have repeatedly told you in our advertising, we realized that we were in partnership with you printers, and that we can only sell more paper as you sell more printing. We are vitally interested in seeing you secure the increased production which your present equipment calls for. But how are you going to get this larger volume of catalogue, booklet, folder and letter-heading printing?

Our solution is better selling methods. When we analyzed our market for paper and planned our advertising policy, we had to look a long way ahead. We realized that your present volume of printing did not furnish an adequate market for our papers, and that our advertising must help you to create new business, if we were to receive satisfactory returns from it. The main purpose of our advertising, therefore, has been to create new uses for printing. We have advertised persistently the advantage of direct-by-mail advertising, both to the printer and the buyer of printing, and the interest aroused by this advertising and the responses from it convinces us that our conclusions were right.

Now, the Paper Makers' Advertising Club has been formed, of which we are members, and announces its purpose of working with you along these same constructive lines. Just as you printers want your competitors to talk direct-by-mail advertising, so we want every paper manufacturer to advertise the benefits of advertising by mail, for their combined efforts with ours will make more certain the in-

creased output which our industry must secure in order to solve the over-equipment problem. We take this occasion, therefore, to commend to you most strongly the new efforts of the Paper Makers' Advertising Club to promote more letter, circular, booklet, and catalogue advertising.

But to get back to the over-equipment problem, which is the subject of this paper: I want to repeat that better selling methods are the only logical solution for you printers who are over-equipped. While you should junk all of your antiquated equipment as rapidly as possible, the real remedy is to sell more printing at a profit.

In talking this matter over with hundreds of printers, I find that the average printer thinks that he is running from sixty to seventy-five per cent. productive, when in reality he is probably not operating at more than fifty per cent. productive. The government figures for the entire printing industry show that the average printer is not running to capacity or that he is not getting adequate prices for his printing. As I have said before, your two hundred and two million dollars investment in equipment is producing but two hundred and fifty million dollars worth of business for you when it should be producing at least four hundred million dollars worth of business.

This condition of affairs, as shown by the government figures, makes it necessary for every printer, no matter what he individually thinks he is doing, to carefully analyze the productive capacity of his plant—his equipment. You printers should know positively what your labor capacity is. To find out accurately what you are doing, and what you ought to do, you will have to eliminate your merchandise items,—your paper, ink, engravings, etc.,—and consider only the labor capacity of your equipment. The varying character of merchandise items makes it necessary that you should eliminate them from your calculations. You are in business to manufacture composition and presswork. Your merchandise items vary in one shop as compared with another, according to the class of work done by each. It will only serve to confuse you if you lump your merchandise items with your labor.

In making this careful analysis you will find it necessary to adhere pretty closely to the standard of value for your products which your printing organizations have established, and these are \$1.50 an hour for composition, \$1.25 an hour for job press work, and \$2 an hour for cylinder press work. These are the prices that successful printers have found necessary to obtain in order to conduct a printing business at a profit. They are figures averaged from data collected by investigations made in pretty nearly every city in the country. No matter where your business is located, these are the minimum prices you should get for your labor.

Now, as to figuring the productive capacity of your shop: At \$1.50 an hour for composition, figuring on sixty per cent. productive

time, each compositor you employ should produce \$2,247 worth of composition a year. Multiply the number of compositors you employ by these figures, and you will find you have the composition sales that your equipment calls for in one year's time.

As to job press work, your organizations have averaged the selling price of all job press work at \$1.25 an hour. Each of your job presses at sixty per cent. productive time should produce for you \$1,873 worth of business per year. Figuring the sales capacity of your cylinder presses the same way, at \$2 per hour, sixty per cent. productive time, you get in figures \$2,996 as the selling price on one cylinder press for one year.

Use these figures, gentlemen, as a basis and find out what the labor capacity of your shop should be for one year. You will then have a sales standard, based on practical and intelligent analysis of what your equipment ought to produce for you.

Bear in mind that if you do not get the selling price I have given in the foregoing analysis, you must operate your plant at from seventy to eighty per cent. productive to make up for the difference. The figures show, however, that to operate more than sixty per cent. productive in the printing business is a very difficult and unusual accomplishment. In actual practice you will find it much easier and much more practical to get the organization price for your printing than it is to operate your printing plant at from seventy to eighty per cent. productive. Even though you are able, through superior intelligence and ability, to conduct a printing business at from seventy to eighty per cent. productive, you should not give the reward of your efforts to your customers, as you do when you cut the organization prices.

This, then, is the way my company analyzed the printer's problem when we started more than two years ago our present advertising policy. We found, as we have shown you, that your industry was over-equipped, and that you must either junk a large part of your equipment or get more sales.

In facing this problem, we found that junking your out-of-date equipment would not entirely remedy the evil. More sales were what your industry must have. Figures show that more sales are necessary, and as your partners in the effort to obtain larger production we naturally resolved on a creative solution, rather than a destructive one. What is more to the purpose, we found that there was a logical market for increased printing, that there is an immense and a very much undeveloped market for your efforts in direct-by-mail advertising—printing—your production.

You know already how to manufacture printing; the only place that you need help is at your selling end. That is where the Paper Makers' Advertising Club and the individual members of that club in their own advertising want to help you. Co-operation, gentlemen, is the big new idea in business to-day. Your organization has been

urging co-operation for years. In our Paper Makers' Advertising Club we purpose to give you real co-operation. We intend to work with you in your selling department. Our club and its promotion plan is the first co-operative effort of its kind that has ever been attempted in the printing or allied trades field. Its success in increasing the volume of your printing will depend upon your co-operation with it. You can get the \$150,000,000 worth of new business your industry needs, if you will co-operate with us in our plan to promote more direct-by-mail advertising — more printed matter. You can solve your present over-equipment problem. Will you co-operate with your natural ally, the paper manufacturer? (Applause.)

### REGISTRATION

**THE PRESIDENT:** Before we proceed with the next subject I want to announce that the total registration is 1718. (Applause). I think that is over double any registration we have ever had at any previous convention.

**THE PRESIDENT:** I would like to call on Mr. Oswald, who has an announcement to make. Is Mr. Oswald in the room? If not, we will go on with the next subject, "The Supplyman and the Printer." The first address is by Mr. R. W. Nelson, President of The American Type Founders Company, Jersey City. For him I ask your best attention. Gentlemen of the Convention, Mr. Nelson.

### THE SUPPLYMAN AND THE PRINTER

R. W. NELSON (JERSEY CITY)

**MR PRESIDENT AND GENTLEMEN OF THE CONVENTION:** I presume I was given this subject by the committee because in the early years of my life I was a printer; in the latter years of my life I have been a supplyman: I have therefore seen the difficulties from both points of view. As a supplyman I necessarily must from experience look to see where the difficulty arises that printers, working as hard as they do, with the amount of ability they possess, do not get rich, like bankers and manufacturers and people in other lines of work.

There are really two classes of supply people. One is those that sell the movable part of the printing plant, and the other those who sell the stationary part of the printing plant. In the case of my own company we do both, so I can criticize one and commend the other.

You never lost an order to a brother printer because you had a lot of idle composing stands, or idle cabinets, or idle foundry type; but the minute a brother printer has half a dozen idle cylinder presses you lose the order. I know of one case where the representative of a

prominent press manufacturer sold seven cylinder presses to do one job of work under a one-year contract. At the end of that first year, a brother printer took the contract at a lower price, and the manufacturer sold seven presses of the same kind to the successor. At the end of the second year, another brother printer took the contract at a still lower price, and the manufacturer sold seven more presses to the third contractor. Fourteen presses were therefore idle, and I want to say to you those fourteen presses were in about the same condition that distressed cotton is in the South to-day. There will be some work found for idle presses.

The over-equipment of the moving part of the printing plant you all recognize — it was so stated by the chairman of your Trade Relation Committee, Mr. Toby Rubovits, last year at the Convention — is the chief cause of your trouble. The question is how you can find a remedy. The report of that committee recommended that press manufacturers, type foundries and all others should not sell any plant on deferred payments, without at least 25 per cent. down, and not longer than two years, with monthly payments. I think there are members of your organization who during the past year have worked one press manufacturer against the other to get a machine or machines for less than 25 per cent. down, and on a good deal longer than two years' time.

The remedy lies with you, the commercial printers, not the newspaper printers. They make so much money, as a rule, they can afford to pay for their presses, but the commercial printer in your organization to-day is suffering from the idle machinery, idle printing presses, idle typesetting machines. If you can back up your committee, of which Mr. Lawrence Fell is the chairman this year as Mr. Rubovits was the previous year, educating the members of your own organization so that they will not work one manufacturer against the other to get lower terms and longer time, you have taken a great step in the right direction.

I heard a prominent printer talking to several press manufacturers about a year ago, and they said: "Why, if we insist on that much down and that short term our sales will fall off." He said, "For heaven's sake, raise your prices." Price is not in question; it is this putting a press in the office of every little job printer because there happens to be a six-foot-square space where he can put it in and saying to him: "Yes, I will sell it to you." "But I haven't any money." "Well, can you pay erecting expense?" "Yes." "All right, I will put it in." Another printer says, "Yes, I could put in a few more presses." "Well, I will sell them to you on a little down and a long time." The press manufacturer is a competitor with the other press manufacturer, and just as long as the printers themselves will work the press manufacturer, or the typesetting machine manufacturer, and they with their eloquent salesmen go out and place the orders and have you keep

on buying printing plant — the movable part of the plant, you have enough of the stationary — you will continue the condition that exists to-day, of idle machinery.

It is true the last year business has been very dull, very slack, and probably there has been more suffering on that account, and more idle presses; but you have every few years what the cotton people have in the South to-day, an over-equipment, an over-production. There is a new spirit in Washington during the last few weeks, since the outbreak of the war. Before that they passed some very severe bills,— they had not passed both houses,— but since the war came to pass, the suffering of the cotton planter became acute, the governors of seven southern states have appeared in Washington and urged that the United States government should adopt measures to prevent so much production of cotton next year. They called upon the Treasurer of the United States to help in this condition. I believe that the government to-day, having amended the two chief anti-trust bills by taking out a great many of the sharp teeth, have a spirit and feeling of co-operation they never had before. I don't think in fifty years they acquired the spirit they have since the outbreak of the war. And I believe you printers should back up your national committee strongly; do all you can to get them to go to one manufacturer after another. Come to me; I will pledge my company. Go to the other manufacturers; get them to sell on more payment down and on shorter terms.

Conditions are entirely different from what they were thirty years ago, when the type founders sold everything to everybody. In my early days the printer only sold his product in his own county or in his own city. To-day he often expects his best customers to be a thousand miles away, in the city of some brother printers. This competition has become more acute, and the idle press and the idle typesetting machine have got to be kept busy. You are over-equipped. If Mr. Webster's plan of increasing the consumption can be worked out, that will help mightily in the work. If you will go slow, and educate all of your members to go slow, on over-equipping the moving part of your printing plant, you have taken the greatest step you can possibly take in the direction of the future prosperity of the industry.

I thank you. (Applause.)

THE PRESIDENT: The next gentleman who will speak on this subject is Mr. W. H. French, President, Barnhart Bros. & Spindler, Chicago. Mr. French, gentlemen of the Convention.

## THE SUPPLYMAN AND THE PRINTER

W. H. FRENCH (CHICAGO)

MR. PRESIDENT, GENTLEMEN OF THE CONVENTION: I can do it in less than ten minutes by the watch.

The other day a philosopher was sitting on a hill, pondering various life questions, when two acquaintances joined him. He recognized them as Buyer and Seller. They said, "We are good friends and have much in common. We have come to you as an unprejudiced and thoughtful man to ask you how we may best commercialize our friendship and mutually benefit each other."

Said the Man on the Hill, "You are asking me to unfold the wisdom of the ages; you would view the promised land through the philosopher's eyes; you are seeking the ultimate word of the altruist. I have read in recent print much about two organizations — the Typothetae and the Ben Franklin Clubs; I have noted with wonder their advanced views of trade and the sacrifices of time, thought and money they have made and are making to improve conditions in the noble art, the great engine of civilization which is their trade; and I have been impressed with the fact that they are seeking not to do this in their individual plants alone but in shops great and small throughout the length and breadth of the land of all who ply the art of Gutenberg and Franklin. It is a most wholesome, a most generous, a most marvelous development, showing how far we have advanced in the direction of universal brotherhood in these early years of the twentieth century in the United States of America. Now, tell me your problems."

"We both belong to the Typothetae and to the Franklin Clubs," said Seller. "I manufacture what the printer uses; my friend Buyer is a printer: he uses our product. We seek a common ground: the means by which a mutual benefit may accrue."

"Then," said the wise one, "the problem does not seem to me to be difficult, because Buyer is interested in having Seller succeed, and equally at least Seller is anxious to have Buyer succeed in business. In the barbarous old days there was an armed and often a belligerent attitude between you two. This condition has happily passed away. You, Seller, no longer think it wise or even shrewd to put on Buyer's shoulders a load that he finds onerous; in these better times you do not try to sell poor stocks, poor machinery, poor quality of goods, leftovers, or out-of-date material which you know is not suited to the wants of the customer, or which will be detrimental to his business and to his greatest success. On the contrary, you give a very great deal of time to figuring out what will tend to economy in purchase, efficiency in operation, and to what will in the end profit the business of Buyer. So far from 'stuffing' orders, you are inclined rather to curb the purchaser if he would over-order, or if he selects type, machinery or other

equipment that is not the best and most economical. In other words, you try to put yourself in the shoes of the buyer and to save him from needless expense and useless or unprofitable investment.

"And you, Buyer, have also changed. I speak not of every buyer but of the composite. You are interested in the success of Seller because in his failure there is a distinct disaster to a customer. Especially is this true since Seller makes such articles as type and other specialties which you must sort up or duplicate; but in a broader sense, the failure or ill success or loss of any house in this country, provided that it has been doing a square, reputable business, is detrimental to the general welfare. Realizing this, Buyer, generally speaking, does not, and should not, attempt to beat down prices by unfair methods. You have both abandoned the old 'cheaper first' tactics, and Buyer is not only willing, but desirous, that the house he buys from should make a fair profit on the goods sold.

"And all this is as it should be. If there be those that do not observe these methods of fair dealing, they are the exception, and even they are gradually adopting the fairer methods. The theory of catching the sucker who is born every minute is a fast-disappearing relic of the old shameful trade system."

Said Buyer, "We have another knotty problem. As users of machinery, we find that after a period of years there is in our plant a press or a paper cutter or a wire stitcher that has outlived its usefulness, and we wish to replace it with a new modern machine of greater efficiency. It has been our custom to ask Seller to take it off our hands in part payment for the new one. Seller tells me that he has a large accumulation of such machines, partly obsolete, of more or less ancient vintage, having little value unless rebuilt, and that when he rebuilds them he finds that on the one hand they are not for the most part as good as new and on the other hand that cannot sell them at a price that will give him a profit—that, in fact, second-hand machinery is the bane of his business. What would you suggest in view of this condition?"

Said the Man on the Hill: "It would appear that here you have several problems, all looking to one answer. Buyer has an old, nearly or quite useless machine, which he cannot profitably use. Nobody could use it profitably in its present state. It takes a large amount of expense to rebuild it so that any one can use it. Even when rebuilt it is not up to date. He should not wish it on Seller or on a competitor. He would be far better off to have it removed from the market forever. Buyer does not want it, for he foresees that to take, rebuild and resell it means no profit, or quite probably a loss. Yet he too is interested in getting it off the market. If it be a machine not made by Buyer, but by a manufacturer for whose machinery Buyer is an agent, then the manufacturer is deeply interested in getting it off the market. In such a case it is clear that all three parties should take a part in accomplishing what each wants done.



"1. The owner should accept a very low price for his machine, or break it up himself. If he accepts a price it should be a price which Buyer, having previously talked with all interested, should fix as its value, and have in printed form.

"2. The buyer should take the machine, break it up thoroughly and sell it for old iron.

"3. The manufacturer, or all the manufacturers if there be several making that same general line of machinery, should stand one-half or two-thirds of the net loss of Seller.

"This plan would accomplish several things:

"a. The original owner would not find his old discard revamped in the hands of a cheap competitor arising to plague him.

"b. The dealer who took it in trade will neither have the expense of rebuilding a machine to sell at a loss nor the fear that he may sell a machine which it is not good for his customer to have. He may also sell that customer a new instead of the old machine, making a profit on the sale.

"c. The manufacturer will be able to sell his agent or dealer or the customer direct a new machine.

"And every one interested, original owner, agent, manufacturer and customer, will be better off. For the expense incurred in breaking up the obsolesces will be trifling when thus fitly proportioned."

Said Seller, "Give us your views of Uniform Prices."

Said the Man on the Hill: "It seems to me that that question admits of no debate. To be sure, we are somewhat at sea just now as to what may be lawful in this respect. With a Congress looking at fixed selling rates with one eye recumbent and the other suspicious; with a dispute, still unsettled, as to the applicability of the Sherman law to certain well established trade practices; with the railroads compelled to adopt uniform and non-competing rates; and with a court decision compelling a patent inside concern to charge a higher rate for its product than usual lest he compete too sharply with another purveyor of the same, we may be pardoned if we are a trifle confused as to what is legally admissible. But as an ethical question, we must all agree that uniform prices are almost equally vital to buyer and seller. There is no danger of prices, in any event, becoming exorbitant: the condition of the market and the ever imminent peril of competition insure us against that. The seller may be depended on to fix a selling rate which will give him only a fair profit. The buyer then may be depended on to be well content, for he knows that he is getting and will continue to get as low rates as his competitor; he will be glad to know that what he buys or inventories this year at \$10,000 he will not be compelled to inventory next year or later at \$8,000 because a price war has reduced the value of his plant.

"Yet, having said this, I will add that as good American citizens you must obey the law, relying upon the certainty that if the law is

unjust in its operation or oppressive, the good sense of the American people will speedily cause it to be repealed."

Thank you. (Applause.)

**THE PRESIDENT:** Gentlemen, we have one more paper before we adjourn. It is by Mr. H. L. Baker, Sales Manager, C. B. Cottrell & Sons Co., of New York. Before we have that, Mr. Oswald, I believe, has an announcement to make.

## EXHIBIT OF PRINTING

JOHN CLYDE OSWALD (NEW YORK)

**MR. CHAIRMAN AND GENTLEMEN:** I asked the President to make this announcement, and he insisted that I must do it for him. I want to call to your attention the importance of this special exhibit of printing which is in the Public Library, Fifth Avenue, corner of 42d Street. I think I am safe in saying that it is the most important exhibit on of fifteenth century printing and early Colonial printing that has ever been made. You gentlemen from out of town ought not to go away without seeing it. It is exhibited by the New York Public Library especially for the benefit of this Convention, and it is so interesting and so well worth while that I felt that your special attention ought to be called to it. I hope you will give yourselves the benefit and pleasure of seeing it before you go away.

**THE PRESIDENT:** You mean to go and see it to-morrow, Mr. Oswald?

**MR. OSWALD (New York):** After the Convention is over.

**THE PRESIDENT:** We will now hear from Mr. H. L. Baker. Gentlemen of the Convention, kindly give attention to Mr. Baker.

## THE SUPPLYMAN AND THE PRINTER

H. L. BAKER (NEW YORK)

Gentlemen, I think the decision to have my speech the last one on the program this morning shows rare discretion. I think myself that after listening to me for ten minutes you will find rest and refreshment very agreeable.

I shall take as my text this morning, brethren, an incident which occurred at a Typothetae convention in Atlantic City twelve or fourteen years ago. At that time the organization had done about all it could as a social organization, but had not yet become the great business organization it now is. There were some serious doubts at that convention as to whether the organization would succeed in lasting

permanently. A group of supplymen were chatting in the hotel lobby when a well-known officer of the Typothetae came up with his hat at a pugnacious angle on the northwest cerebral protuberance of his head, and with a malicious grin he said: "But it was ever thus. Where the victim is, the vultures gather." That was like a slap in the face. The supplymen gasped, but one of them recovered sufficiently to reply immediately, "That is all right, my dear sir, that is all right; but I am going to call your attention to one thing. Vultures never gather except where there is something dead or dying." That held Mr. Printer for a while, and I hope it will hold you for a few minutes while I talk about the supplyman, sometimes the victim of the cheap gibes and sneers of the unthinking.

There was a time when there were no supplymen, when printers made for themselves everything they used, and it is still one of the wonders of the world how they succeeded in accomplishing so much. The printing business never even began to be a big thing until outsiders began to study its requirements, its methods, and try to improve upon them. When we expatiate upon the wonderful advance made by the printing business and the printing art, nearly all the things we brag about are not the work of printers, but the work of supplymen. The cylinder press was not invented by a printer. The inventors of the typesetting machine, type-casting machine, line-casting machine, were very few of them printers. The inventors and the perfecters of our wonderful modern rotary presses were not printers. The papermen, the inkmen, the engravers, the electrotypers, the typemen—all these men who add so much to the glory and strength and upbuilding of the craft—have very few printers in their ranks, or those who began as printers got over it long ago if they were commercially successful, as even the printers have to get over their early ignorance if they are commercially successful. The cold fact is that the average printer is of rather limited vision. The close attention required to the detail of his business furnishes him with a pair of blinders. Oftentimes things which ought to be very apparent escape his attention until the light of outside intelligence is thrown upon them. Many a man, many a printer, swells with pride over his success, when as a matter of fact he owes that success to some supplyman, or supplymen, who have insisted on his adopting new methods and new machines, who have practically carried him against his will, kicking and screeching, to wise decision on modern methods and modern machines.

This is not a peculiarity of the printing business; it is so in all manufacturing business, in every line of business. The great improvements come from men outside, men whose shoulders are not so close to the daily grind of the business as to prevent their seeing the broader things. The real fact is we are all so busy to-day filling yesterday's orders and getting more orders for to-morrow that we are apt to overlook, we lack the time to take a broad survey of our own business or the business

as a whole; but somebody who wants to sell us something puts his mind and his attention on the endeavor to create some machine, some method, some process, some type face, something that we will buy from him. And it is so in all lines of business. In a broad sense a supply house is a co-operative institution to do for printers what they cannot do for themselves, if at all, except at an excessive cost. They bring to the service of the trade special skill, special facilities, special experience, large capital, at a cost for overhead which is small to the printer because scattered over so many purchasers.

In addition to his other services the supplyman is the great business educator of the printing business. There is no business in which so many men are engaged who know little or nothing about business or business principles. When these ignorant young printers run on the rocks, or find themselves in danger of running on the rocks, it is always, or nearly always, some supplyman who becomes their closest and best friend and adviser and shows them what to do and how to do it. There are not nearly as many printing plants as there would be if the supplymen did not discourage hundreds—yes, thousands—of young men who consult them every year as to the advisability of going into the printing business.

The supply concerns are the great force back of the cost system movement. Their hundreds of salesmen constantly talk to printers all over this broad land on this subject. The great gatherings of cost congresses and sectional meetings are largely due to the work of the salesmen out in the field, who have talked to all their customers and urged their attendance. In many cities organization of printers is only kept alive and active by the energy and the enthusiasm and the persistence of the supplymen of that city.

The supplymen are the personal distributors of trade information. As they go from plant to plant they get points here and points there, which they use for the help of their customers and the trade generally, wherever they meet them. The greatest stimulation of the printing business, the thing which makes the most money for the printer, is the new thing, the new machines, the new types, the new papers, the new inks, the new methods. It is the new things, it is the novelties, that bring your best price and make the most money; and these things are conceived, they are developed, and they are placed on the market by the supplymen, not by the printers.

I make no claim that the supplymen do all these things simply for the public benefit, but they do them and they are for the great benefit of the trade, including the supplymen, of course. Neither do I claim that the supplymen are entitled to the sole credit for what they do, because the co-operation of the enterprising, intelligent printer is an absolutely necessary factor. There is no occasion to cast slurs at the supplymen. There are lots of them here, and it is a good thing they are here. They are a stimulating bunch—of course, I mean mentally

stimulating. A great trade convention like this would be a pretty stupid stupendous affair if it was not for the "Hello, George," and the "Wie gehts, Mike," etc., of the enthusiastic supplymen, who bring the strangers together and cement the whole thing into an atmosphere of friendliness and co-operation.

Now, you printers are supplymen. We are all supplymen. What is in business but supplying something to somebody? You know large customers get the most service out of you. They are the ones who take you in their confidence, who tell you what they want to accomplish and put it up to you to help them get the desired results. Take a leaf out of your own experience. The best way to get service out of the supplyman is to meet him in just the spirit you want your customers to meet you. It is part of the business of the supplymen to know all the new things, the new processes, etc. In order to keep up to date you need to keep close to them. You need them to put you right and to keep you right in line.

I guess my time is up. I might paraphrase in closing a familiar verse like this:

*Business firms have other firms upon each side to right them,  
And these again have other firms, and so ad infinitum.*

(Applause.)

THE PRESIDENT: This concludes the morning program. There are six papers that will have to go over until this afternoon, and after that will come the executive session, at which I urge every one of you to be present. It looks now a little like a night session so don't make too many engagements for the evening.

A motion to adjourn is in order.

(On motion of Mr. Todd of Boston the Convention adjourned till 2.30 P. M.)

## AFTERNOON SESSION

The Convention reassembled at 2.30 P. M., President Courts presiding.

THE PRESIDENT: The next subject on the program is "The Engraver and the Printer." The first paper is by Mr. Frank H. Clark, Eclipse Electro and Engraving Company, Cleveland. Mr. Clark, I dislike to ask you to read your paper before this small audience, but I think they will come in as soon as you get started. Mr. Clark, gentlemen of the Convention.

## THE ENGRAVER AND THE PRINTER

FRANK H. CLARK (CLEVELAND)

My part in this symposium on "The Engraver and the Printer" will be devoted to the printer and to the engraver as separate enterprises, while Mr. Grant will probably tell you of the advantages to be gained by bringing the printer and the engraver under one management, and Mr. Zeese possibly will bear more particularly on color plate engraving and color printing.

Each division of this subject is, as you know, most important, and great good must result if a careful consideration is given to what is said here to-day.

Engraving, as we now know it, is a science and an art worthy of the best thought and effort of any man or of any group or organization of men.

It is needless, of course, to remind you of the comparative youth of the modern illustrative processes, the employment of which has undeniably made the "art preservative" what it is to-day.

A decade or more ago the printer who was then doing the finer grades of work, may have been, in many localities, justified in deciding to add an engraving department to his print-shop.

At that time many of the engravers had not the time, or even the inclination, to study the plate making proposition; the leisure for quiet thought and experiment or an open mind toward the wisdom of seasoned experience.

All of this is now changed, for the last ten years has brought about a marvelous improvement in methods, systems and efficiency.

Generally speaking, the printer who to-day conducts an engraving plant in connection with his printing business finds himself handicapped by:

First. A positive known cost of production that greatly exceeds the prices charged by reputable engraving concerns of the best character and standing.

Second. A lack of flexibility of capacity, owing to the fact that the number of operatives in the printer's engraving department must of necessity be few, because of the circumstances that the printer, as a rule, has only the work to do for his own establishment.

Third. The need and advertising value of various treatments and effects in engraving, which of course cannot be procured in any one shop. This need of quality difference or distinction is to me so obvious that I wonder if it is not the most important of all reasons in determining the true economy of maintaining separate institutions.

However, this is a just world, and even engravers will eventually get all that they deserve. The wise printer will see the wisdom of co-operating at all times with the engraver, and in doing this make a

hard and fast rule to discourage the policy of advocating or accepting bad printing plates at low prices in preference to quality work at fair prices.

We must have the strength and the determination to boost each other's game. Let us "graphic arts" fellows abandon the knock. Where is the advantage to be gained by the engraver blaming the printer and the printer in turn throwing the blame onto the engraver?

Let us hasten that day when we shall all realize that this is about the only real reason for the existence of the printer-engraver; i. e., the fear of the ultimate result when there is a division of responsibility and where there is the chance of consequent crimination and recrimination between the engraver and the printer.

I am going to incorporate in this address what I shall call Ten Determinate Factors in the Engraving Business. It is a list of "Standards of Practice for Photo-Engravers." This list was prepared by our friend Mr. H. A. Gatchel, of Gatchel & Manning, of Philadelphia, who is at this time the president of the International Association of Manufacturing Photo-Engravers, our big trade organization.

Let me read it to you:

First. The buyer of printing plates must be educated to the fact that printing plates of every description are a "labor product" and that their cost is determined by variable amounts of "time expense" in the production of different "grades" of work, adapted to the various requirements of paper and printing press, as well as the purpose sought for by their use.

Second. That "quality" refers to the practical results obtainable from their use under specific conditions.

Third. That intelligent, accurate estimating is possible only when we have the copy before us and thoroughly understand the paper and printing press conditions, as well as the sought-for purpose in their use.

Fourth. That an estimate for printing plates of any kind and by any process represents a value for service to be rendered in delivering a specific "treatment," "grade," and finish of work.

Fifth. That when a buyer desires to limit his cost for the production of printing plates, when placing his order in hand he should either specify such limitations or otherwise obtain a preliminary estimate.

Sixth. That sketches represent a cash outlay, which is a large percentage of value of the finished job—hence, equitably cannot be made on a speculative basis.

Seventh. That the best quality of any "grade" of printing plates is the cheapest in the end, when considering the printer's requirements and the purpose to be accomplished.

Eighth. That the cost of "quality printing plates" represents an investment and not an expense.

Ninth. That truth is the basis on which confidence is built, and that confidence is the foundation for obtaining satisfactory purchases of printing plates.

Tenth. That the cost of making printing plates is the same for one buyer as for another, and that he who buys to sell again should charge his customer a fee for the value of the service which he individually renders.

In closing, I urge you to take notice of the statement that practically all worth-while engravers are now using the cost system. This means that you will be charged a known cost plus a reasonable profit. Then, again, I wish to place emphasis on the fact that it is now generally believed in your craft, as well as in mine, that the important thing is quality rather than price, and that true service to the customer must needs be the first consideration.

And in the end protect us — whether printer or engraver — from the belief that we are superior in knowledge or performance to our competitors and fellow craftsmen. Let us, then, both printers and engravers, all strive for the highest place in the sacred city of our ideals. (Applause.)

(First Vice-President Finlay Presiding.)

VICE-PRESIDENT FINLAY: Before we hear the next speaker the Secretary will read a communication that he has received from the Typothetae of Philadelphia and that has been referred by the Executive Council to this body.

#### GOVERNMENT PRINTING OF STAMPED ENVELOPES

MR. TYLER (Secretary): The following is a letter received from the Typothetae of Philadelphia.

"The attached letter has been mailed to-day to the three senatorial nominees in this state, the four congressional nominees-at-large and the congressional nominees from the Philadelphia County district. Local secretaries in Pennsylvania have been requested to address a like letter to nominees in their districts also."

The letter referred to is dated October 1st and reads as follows:

"Over forty years ago the Post Office Department at Washington, to encourage the practice of putting a return card on envelopes, agreed to print the name and address free on stamped envelopes. The present rules of the department require an order of not less than 500 envelopes at one time to secure this gratuity, with the result that practically the only beneficiaries are large corporations and firms that are able and should be made to pay a reasonable charge. Of late years this custom has been carefully estimated to deprive the printers of this country of five millions of dollars worth of legitimate business



a year. This loss is chiefly to the country newspaper offices and printers in smaller towns.

"In the winter of 1910 and 1911, previous to the letting of the present contract for printing and manufacturing stamped envelopes, the Tou Velle Bill, designed to stop this practice, was almost unanimously passed by the House of Representatives, but the Nelson Bill of the same tenor was lost in the Senate.

"The present contract expires June, 1915, and tenders for the next four years will be asked from contractors this coming winter. The printers of this country propose to again protest by every means within their power against a renewal of this condition, which, while bringing the government no profit, puts it in competition with the printers of this country by absolutely giving away the equivalent of the printers' goods.

"The United Typothetae and Franklin Clubs of America, of which the Typothetae of Philadelphia is a local branch, consists of representative printers and publishers throughout the United States, representing fully 75 per cent. of the capital invested in the business. Our local membership consists of over 150 firms, list of which is enclosed, and local Typothetae are in other principal cities of this state and the United States. At a meeting of our organization held September 28th, I was directed to write you and ask you to advise our organization of your attitude in regard to this matter. Our organization desires to know whether you will vote favorably for a bill abolishing free printing of stamped envelopes should you be elected to the House of Representatives.

"Will you be kind enough to reply as promptly as possible, so that your answer can be read at our next meeting?

Very truly yours,

(Signed), TYPOTHETAE OF PHILADELPHIA."

Franklin W. Heath, Secretary.

VICE-PRESIDENT FINLAY: What is your pleasure, gentlemen, with this letter from Philadelphia?

MR. OSWALD (New York): Mr. Chairman, at the New Orleans convention a special committee on the free printing of envelopes by the Government was appointed. I move the reappointment of that committee and the reference of this matter to them.

(The motion was seconded by Mr. Porter of Boston and adopted.)

VICE-PRESIDENT FINLAY: Mr. William A. Grant. Mr. Grant is the President of the Chicago Typothetae, one of our largest Typothetae. He occupies a peculiarly well fitted position to address you on "The Engraver and the Printer," being himself an engraver, an electrotyper and a printer, and knowing all the ills that come to the printer from both the electrotyper and the engraver.

## THE ENGRAVER AND THE PRINTER

WILLIAM A. GRANT (CHICAGO)

MR. CHAIRMAN AND GENTLEMEN OF THE CONVENTION: The introduction has placed me rather at outs with the point that I had intended to talk on: the printer alone. The introduction, however, is true: we handle the engraving, electrotyping and printing. However, this is from the printer's standpoint largely.

The subject upon which I have been chosen to speak is one which could be talked about for a great many minutes and then neither its merits nor possibilities be exhausted. It is the conflict which almost invariably occurs between the printer and the engraver when a piece of work upon which their client has entrusted them happens to turn out unsatisfactorily — this being too often the case.

Assuming a case in point: Our client is in the market for a piece of printing in connection with which a number of well-printed engravings are necessary. Due to the fact that we, as printers, have not yet reached that very desirable stage in our business relations with our client where we can ask him to entrust us with the entire arrangement of his work and deal with the engraver direct, thus making sure of securing engravings that will be suitable in screen and finish for the piece of work with which they are to be used, our client divides the responsibility, dealing with the engraver and printer individually.

Sometimes the results are satisfactory to all concerned and sometimes they are not, too often the latter. However, the engraver in this case is entrusted with the order for the plates, which he proceeds to make as best he can from the copy furnished him.

When the plates are finished, they are proved up carefully on an excellent grade of proving paper and delivered to the customer. The proofs which show up the work of the engraver to such excellent advantage are critically scrutinized. He pronounces them satisfactory.

The probabilities are that the customer has never seen the plates, but if he has seen them, his knowledge of plate making would be insufficient to qualify him to pass judgment on the plates themselves and to determine whether or not they could be relied upon to work out satisfactorily in connection with the execution of the catalogue or piece of printing in which they are to be used.

Pulling proofs of new plates on proving paper and making impressions from these same plates on the paper stock to be used in the work under the conditions which exist in the press room, however good they may be, are two operations which bear but remote relation to each other.

The customer orders the plates delivered to the printer, satisfied in his own mind that the engraver has made a satisfactory plate or

set of plates, and the engraver, receiving the customer's OK and instructions as to delivery, assumes that his responsibility and interest in the work is ended.

Through his salesman, the printer has secured the contract for printing the work in which the plates are to be used. The customer has stipulated in his order that the work must be of the very highest quality, and his expectations are in accordance with the stipulations in this direction.

Carrying out his part of the arrangement, the printer has submitted a dummy to the customer showing the grade of stock to be used in whatever the work happens to be, and has received his OK up to his point.

When the plates arrive from the engraver, they are placed in the page forms, and shortly thereafter proofs are delivered to the client for his approval, which for the sake of argument we will assume is secured without difficulty inasmuch as the customer understands that hand proofs are only submitted to show the typographical arrangement and cannot be expected to prove anything so far as finished results are concerned.

At this juncture the forms are sent to the pressroom and turned over to the pressman, who finds after much painstaking effort, that it is impossible for him to get a good make-ready from the plates. However, the customer is in a hurry for delivery and assures the printer that the plates are all right; saw proofs sent to him by the engraver, and knows that they will produce satisfactory results if they are handled as they should be by any first-class printer.

Under protest the printer proceeds with his presswork, but more or less painfully conscious of the fact that results are not as satisfactory as they should be — by no means as satisfactory as they would have been had the work been handled in the beginning with the engraver direct, who would have been advised as to what kind of stock the plates were to be used on, the number of impressions that they were to deliver, and posted on all the other details concerning the production of the work so far as they might have a bearing on the satisfactory performance of his plates.

However, the work is finished and delivered to the customer, and the trouble begins. Dissatisfaction with the finished appearance of his work prompts the customer to either notify the engraver that the plates are unsatisfactory or to adopt the other course and condemn the printer.

In either case the customer is emphatic in his refusal to accept the job. Under the circumstances it is either up to the engraver to make the plates over at his own expense or to refuse to do this on the assumption that the customer OK'd them in the first place and disclaim all responsibility for the results by blaming the printer for not handling them as they should have been handled.

On the other hand, the printer is satisfied that he has secured from the plates the best that was in them and seeks to evade the responsibility for the unsatisfactory results by placing the trouble on the engraver.

In either case, the customer "stands pat" and demands a satisfactory piece of work, with the result that either the engraver or the printer, or both, are obliged to make good at their own expense.

You are all familiar with cases similar to this, and I venture to say that practically every one of you here to-day has at some time or other been up against case after case of this kind, and has suffered frequent losses by reason thereof, due entirely to the refusal of the customer in the first place to follow your suggestion regarding plates or to the fact that you have been compelled to use plates which were not what they should have been.

It is not a difficult matter for me to suggest an easy solution of this problem. As a matter of fact it is much easier to suggest a solution than it is to put it into operation. To my notion the easiest way out of the whole trouble is to defer the making of the plates until the engraver can be advised definitely as to just what is to be expected from the plates, until he can be furnished with a sample of the stock on which the plates are to be used, and until he can also be told what grade of ink is to be used on the plates, as well as to be informed of all the conditions under which the plates are to be handled in the pressroom.

As for ourselves, we have a part to play in connection with bringing about conditions that will enable us to work in harmony with both customer and engraver and where we are enabled to work under what I consider ideal conditions.

In the first place, we must make sure that our pressman is a real pressman, possessed of a reasonable amount of judgment and a considerable amount of common sense and ability.

We must also make sure that in him we have a man who is resourceful enough to overcome the little difficulties that are invariably a part of the make-ready in every set of plates we handle, no matter how good they may be and how closely they conform to our ideas of what the plates should be for the work on which they are intended to be used.

I firmly believe that it will be but a question of a very short time until it will be possible for us, through our close association and annual experience meetings such as this one, to devise and work out a plan of action in dealing with our customers whereby we can offer them the results of our daily observation and the advantages of our long experience in handling plates of every description, and in this way make sure of results for ourselves, our customers, and our good friends the engravers. It is certainly a result much to be desired and a result which I propose personally to throw all my efforts to bring about.

I thank you. (Applause.)

VICE-PRESIDENT FINLAY: Is Mr. Zeese in the room?

MR. GRANT (Chicago): Mr. Zeese will not be here.

VICE-PRESIDENT FINLAY: Mr. Grant reports that Mr. Zeese will not be here.

The next subject is "The Electrotyper and the Printer," the first paper being by Mr. F. W. Gage, of The Gage Printing Company, Battle Creek. Mr. Gage, gentlemen.

## THE ELECTROTYPYER AND THE PRINTER

F. W. GAGE (BATTLE CREEK)

MR. CHAIRMAN AND FELLOW-MEMBERS: There is a certain very well known gentleman, very much in the public eye nowadays,—I might identify him by saying that he is an ex-President,—who is accused by his enemies of acquiring fame by uttering ponderous platitudes in the most impressive manner. I don't know that I can do any better to-day, perhaps, than to follow in his footsteps, even though I may not attain the front page as often as he does, my subject being "The Electrotyper and the Printer."

That a gathering of the importance of this one here to-day should have included in its program the topic we are considering would indicate that either through misunderstanding or ignorance the relations of printer to electrotyper were not just what they should or might be.

From the viewpoint of one who is both printer and electrotyper, I prefer to assume that whatever there may be of misunderstandings might easily be removed if each were to more fully comprehend the problems of the other.

In these ten brief minutes, therefore, let us consider the practical side of these problems, leaving to others, perhaps, a discussion of the *ethical matters* involved.

### THE PRINTER

wants duplicates of his forms, be they type-and-rule, partly illustrated, or a miscellaneous assemblage of all sorts of engravings with type, borders, etc. He wants these duplicates quickly made and not overly expensive, for at best he cannot begin to compete in duplication with the speed or cheapness of the transfer used by his trade cousin and strong competitor, the lithographer. He expects the plates to print as well as or better than the originals, all low spots leveled up and old or dirty type or engravings to print like new.

Not knowing how very difficult he often and quite unwittingly makes the work of the electrotyper by inattention to comparatively little details, he complains if the plates are not perfect or if their delivery be delayed.

## THE ELECTROTYPYER

Troubled by problems which the printer knows not of,—some of them chemical, as regards the constituency and “temper” of his molding wax; others analytical, as to the condition of his depositing baths; and still others metallurgical and touching on the copper, tinfoil and backing metal employed,—small wonder that he regards his own problems as far greater than those of the printer! The latter (he reasons) deals with fixed and stable materials of known properties, and hence is without excuse for failure in attaining certain definite results.

Both are right in a degree; yet with each, life is by no means all “beer and skittles.”

Time was when the electrotyper was far more exacting in his demands than now. He must have no combination forms (of type and engravings) to mold. The type must be molded separately from the engravings and furthermore must have all “spacing material” of extra height. Even with those exactions, the plates were not always what they should be. The type sometimes showed “spreads” in molding or “batters” in finishing, and in many instances the molten metal failed to properly “back” the shell, and “concave” spots showed up after a run was fairly started on the press.

Then, too, the earlier shell depositing dynamos were no such powerful machines as are in use to-day, nor were the plating solutions adapted to such quick work. Nowadays, a thirty-minute shell has a very fair thickness, and one of an hour’s run exceeds that formerly produced in three hours.

The work of the molder has been greatly aided by the introduction of the mineral wax “ozokerite” as a substitute for the wax of the honey bee, this latter being of far more variable character than the “ozokerite” and less definitely “doctored” when out of condition.

Still later has come the use of specially prepared sheet lead as a mold, and requiring the use of enormously powerful hydraulic molding presses.

So that to-day we find most electrotypers molding all sorts of forms — without “high” spacing material, with half-tones and other engravings in combination with type—and “getting away with it” successfully.

Indeed it may be doubted if the average printer fully realizes how great are the possibilities which a modern electrotype foundry offers him.

As before intimated, the printer needs electrotype duplications of his forms or engravings, partly to reduce his cost of production, and often to avoid the press wear of long runs on type or engravings.

What, then, may he do to facilitate the work of his fellow craftsman, the electrotyper? Here are a few practical suggestions, mainly

based on there having already been established suitable relations as to working conditions, financial responsibility, etc., on the part of each.

First. Let the printer see that all type and engravings to be electrotyped are clean. This means more than "swiping" into the form with a dirty rag by the aid of benzine the surplus ink from repeated proofings or press runs. Really clean type forms or engravings are a rarity, as every experienced molder will testify. Type forms should be well and thoroughly brushed out and even fine half-tones often require a vigorous cleaning with the special brass brushes and cleaning solutions used for that purpose. "Dirty" forms will yield "dirty" electrotypes.

Second. Use good sharp type or slugs in forms which are to be electrotyped. If possible, keep body type which is to be molded off the press entire. If linotype slugs are used, extra pains should be taken in getting as solid casts as possible, and in setting the trimming knives to insure slugs that are the same throughout their length, as to thickness and height. Good linotype slugs present no great difficulties to the electrotyper, but poor ones or worn type will preclude his making good plates.

Third. Be sure that plates to be molded in the form with type are not too high or too low, but all as nearly exactly type high as possible.

Fourth. When locking forms for molding, remember that they must be justified with even greater care than when locking for the press. Much molding is now done in relatively cool "wax," which means tremendous pressure on the form, not only vertically in taking the impression in the mold, but laterally in allowing the "wax" to escape from confined areas. Hence the need for thorough and careful justification.

Fifth. Send with the form to the electrotyper a good proof of it, and clear and concise instructions as to the number of plates wanted, whether mounted or otherwise, and any other details which so often might be left to the province of mind-readers, which electrotypers are not.

If in doubt as to just the kind of a plate needed, let the printer consult the electrotyper. Duplicates of half-tones (which when first made were pronounced unelectrotypable) are usually best produced by the nickotyping process, either wax or lead-molded, which, by the way, yields a plate much more durable than the original copper half-tone, and much harder than a regular copper electrotype.

Certain substances that the specialty printer has to handle, such as fiber board, box board, etc., require plates of extraordinary thickness of shell; and such are also frequently backed with metal much harder than the regular electrotype metal.

To resist the chemical action of inks (some of which attack and soon disintegrate copper), plates may be nickel-plated to good advantage.

For rotary presses, which are more and more coming into use, curved electrotypes are demanded, and these are now being produced with printing faces quite equal to the flat ones.

For duplicating color half-tones, the lead-molded nickeltypes is undoubtedly the best plate available, because of the decreased liability of distortions offered by this process. For reproducing one-color half-tones, many electrotypers claim their wax-molded nickeltypes to be the equal of those molded in lead.

Some of the complaints which the printer has heretofore registered against the electrotyper may perhaps be well grounded, so let us in turn consider them.

First. That plates are not level, have low areas and high spots, and require an excessive amount of time in make-ready. Given forms of good material rightly locked, there is really no excuse for this.

Second. That the blocked plates made by the electrotyper swell and warp out of shape. To a very lamentable extent this is true, but not always because any one is at fault. A blocked electrotype is a piece of highly seasoned wood with one of its faces protected against atmospheric influences by a metal plate. The rest of the block will expand or contract with changing conditions of humidity, in accordance with nature's laws.

As a matter of fact, the best of blocking wood is but a sorry substitute for metal as a support for a printing plate. Especially is this true of half-tones, which should always when possible (either as originals or duplicates) be mounted on metal.

Third. The electrotyper has little regard for the printers' "point system" in trimming his blocks. (This, however, is more accurately aimed at the photo-engraver, and I note that steps are being taken to remedy the difficulty.) Yet the electrotyper should give heed to this and co-operate with the printer along these lines.

Fourth. That plates "wear out" quickly on the press. Doubtless some plates do show wear sooner than others, but I am convinced that in the vast majority of cases the fault is not with the electrotyper. An "over-packed" printing cylinder (whether on a flat-bed or rotary press) can ruin the very best and most carefully made plates in a few hours. Defective blocks will also shorten the useful life of any plate.

The plentiful use of good, serviceable electrotypes is essential to the efficiency of the modern printing plant, and the nearer they approach to perfection the more they aid the printer in reducing his cost of production. If, therefore, he will give careful heed to the necessary fundamentals in preparing his forms for the electrotyper, it is not too much to assume that the latter will earnestly strive to achieve the desired results, to the mutual pleasure and profit of all concerned.

Finally, one word as to price. As in other lines, if good work be desired, a fair price should be paid. A cheap electrotype, bought



at a big discount, is a poor investment, and a source of dissatisfaction to all concerned. (Applause.)

(President Courts presiding.)

THE PRESIDENT. The next paper is by Mr. H. B. Hatch, of the Royal Electrottype Company, Philadelphia. Gentlemen, I take pleasure in introducing Mr. Hatch of Philadelphia.

## THE ELECTROTYPYER AND THE PRINTER

H. B. HATCH (PHILADELPHIA)

MR. PRESIDENT AND FELLOW-MEMBERS: It is my purpose in a very few minutes to try to point out to you a few of the fundamental reasons why a different relationship should exist between the printer and the electrotypy from that of any other of the allied trades. I propose to point out to you that the electrotypy should be taken into partnership with each and every one of the printers of this country,—I mean almost a literal partnership. You may ask why that is necessary, and I will point out first two points on the side of the printer.

The printer wants electrotypes. He is obliged to have them. They are a necessary step in the work of printing. The electrotype is not the work of either the composing-room or the pressroom; and, gentlemen, it is a link between the two, it is a vital link in the printing of a piece of work. If it is a vital link certainly it is entitled to at least a theoretical partnership with you. But you say the paper, the type and the ink are also necessary links in printing, and why not take them in the same way into partnership. I say to you they are all necessary links, but links which can be forged by the cold hard facts of business. I say to you that electrotyping is a link of a different temper; it should be handled in a different way for you to get the most economical results.

You want good electrotypes. What do you as a printer do, in the first place, in regard to a piece of printing? You call in a designer, you call in an engraver, you call in a type man, you call in a paper man, you call in an ink man, and you may get from those different supply-men samples, prices, of exactly what they propose to give you. The designer will submit sketches from which you may select one. The engraver will engrave plates, he will re-etch them, he will proof them on the paper you are to use, he will proof them with the ink you are to use. The type man will come in and allow you to go over all the specimens of type in his book; he will print up exact specimens on the paper you wish to use. The paper man will give you every grade and shade and price of paper you wish to select from. The ink man will do the same. You come down to the point where you want electrotypes, and what then? You place the proof before your proofreader. You

have it in the office. You have given it to your customer. You have gone all over everything. The proof has been OK'd. What then? Electrotypes, and you want them quickly. No proofs; no, never asked or expected. Do you know anything about what you are going to get? No. You buy absolutely upon faith, with hope and charity entering in. You buy that one article, electrotypes, wholly upon faith. You buy everything else in your line of business on samples, which you may see at any time you wish. Therefore I say to you that because of this, for one reason, the electrotypewriter is entitled to a more intelligent handling with you, a closer relationship, a different viewpoint, a different common ground than any other of the allied trades.

What is electrotyping? Electrotyping is the making of one part of an article that has many parts. It is something that the printer unfortunately knows too little about. What is going to happen to you, as printers who buy electrotypes, if you do not get the quality of electrotype that you want, or if you crowd the electrotypewriter too hard?

Look for a minute at this from the viewpoint of the electrotypewriter. Electrotyping is not a creative object. We cannot create electrotyping. You create printing; electrotyping is not creative. An electrotypewriter may advertise, and spend thousands of dollars in advertising, and he may increase his business by advertising, but he does not increase the volume of electrotyping in the country. When you advertise you do increase the volume of business; the electrotypewriter does not. Therefore bear this in mind: electrotyping is not creative. There is only so much to be given. What if the supply exceeds the demand? There the electrotypewriter comes in. Is it possible, gentlemen, that in this country there are too many electrotypes? Possibly. Now let us see from that viewpoint where we get in relation to the economic relation with the printer.

The printer says to the electrotypewriter, "My dear sir, I can buy electrotypes much cheaper than you offer them." The electrotypewriter goes home and he studies to himself, and he says, "I guess he is right. I think my competitor is in a worse fix than I am; I think he is trying to keep his head just above water and I think he is selling lower than I am. What am I going to do about it? Let me see. I will tell you, there is one thing I can do. I know he is not buying as good a grade of ozokerite as I am. I hate awfully to use a cheaper grade, but I can do it if I have to. I am buying the pure hard green stuff, and it costs me 30 cents a pound, and it can be bought for 15 if I use the grade that my competitor has been using. And I have been running six ounces to the square foot of copper. I guess I am a fool. I don't believe it is necessary. I think five ounces to the square foot of copper would do just as well. The printer's editions are small; he does not wear the plates out anyway. I believe I will put in five ounces of copper. And I guess I will speed my workmen up a little; they are not working as fast as the other man's." And he goes all through the gamut. I need

not point these things out to you: you have eyes and noses; you can smell round in these places if you like to. I am not telling state secrets. It is possible to cheapen electrotypes, just as it is possible to cheapen paper or ink or any of the other articles that enter in.

But what does it do for you? The electrotype is bought on faith, and you put it on your press. The most expensive time you have in your whole plant is press time, make-ready, and the most expensive time that you have in your plant is the time of taking off plates that are worn out and putting on new plates.

There is the viewpoint of both the electrotyper and the printer. Why not say, then, that we shall come together and have a closer relationship?

You have been so burdened with papers that I propose to cut out a lot that I had to say here, and finish very quickly; but let me say to you that the electrotyper of the country to-day is poor. I could tell you a lot of statistics about his condition; it is not necessary. Look in your financial directories and see where he stands.

Here is one thing that you in your good large hearts try to do for the electrotyper, which sometimes hurts him. You are large hearted. There are half a dozen electrotypers in your city, and you would like to give all of them something to do, because they are good fellows, — and they are; the electrotypers are mighty good fellows. You say, "Well, I will divide my work up among three or four." It is all right. But let me tell you what that costs the electrotyper. I know of lots of printers, and every one of you does in every city, — there are no exceptions in this, — who will have three or four or five electrotypers on their staff, and they do from \$300 to \$400 worth of electrotyping a month. If an electrotyper makes a fair profit, what would it be? We will assume for the argument for the moment 20 per cent., although I don't know of any making it. That would be on \$300, \$60. The first thing that the electrotyper has to do is to call for and deliver forms. In the ordinary routine of business he does that twice a day, — often more if the printer wishes it, but twice a day anyway. To call for and deliver a form, or to have the wagon stop at your door, costs 13 cents by actual cost records — and you know something about costs. By actual cost records it costs 13 cents for every call that the electrotyper makes at your door. That is 25 or 26 cents a day for each electrotyper. Now, you have four calling; there is \$1 a day, \$25 in a month, out of \$60 profit. Forty per cent. of his profit is gone the first thing he does, just calling for and delivering your forms. You have done that out of your large-heartedness. I don't blame you. It is something I ask you to take home with you and think over.

Now, what is the remedy? I am going back to the first, and stop right here. Take the electrotyper into partnership with you. You need but one electrotyper. I don't care whether he is large or small. I am not talking for the large electrotyper or for the small electrotyper;

I am talking for the good electrotyper. Take one electrotyper into partnership with you. Go into your town or city, wherever you are, pick out a man there who is honest with himself and honest with you and say to that man, "I will make an agreement with you to give you all of my electrotyping, provided"—what? "You will give me plates that will require but little make-ready, plates that will require the minimum amount of make-ready and that will give me the maximum of wear." Choose a man that will prove to you that he has an equipment up-to-date, so that he can turn the work out efficiently, and then say to him, "Because of giving that work exclusively and wholly into your hands I want you to make a price with me which will yield you a reasonable profit, and no more."

Gentlemen, that briefly is my message to the Typothetae to-day. I have tried to state it tersely and briefly. I know several printers who are working on exactly that line, and I say to you frankly I believe they are well satisfied with that way of doing business. I leave it to you to think over. (Applause.)

THE PRESIDENT: Gentlemen of the Convention, we have one more paper, by Mr. Edwin Flower of New York. Gentlemen of the Convention, I beg to introduce Mr. Flower of New York.

## THE ELECTROTYPYER AND THE PRINTER

EDWIN FLOWER (NEW YORK)

MR. PRESIDENT AND FELLOW-MEMBERS: When Mr. Oswald some time ago asked me to prepare a little talk to give before this organization I did not know there were to be any others on the program on the same topic. When I got the printed program I saw there were two others, and I was really afraid to prepare a paper, because it is not a large topic and I thought I would probably cover the ground that somebody had covered already better than myself. And it has turned out to be just as I supposed it would be. I can only amplify what others have said, if I should say anything at all to you.

I meant to say quite a little about the relationship of the printer and the electrotyper. We are necessary one to the other. You cuss us all you want to sometimes, but you cannot get along without us, and we cannot get along without you, and so it is up to us to make the best sort of arrangement between ourselves that we can.

The electrotypers generally I believe are studying and spending money, as far as they have any to spend, trying to improve their product and give you the best possible service, but we are working under very great disadvantages. We get forms in all sorts of conditions, and one thing that I want to emphasize and to impress upon you very much to-day is the need of having someone in your place of business who knows

how to prepare forms for the foundry. If you should visit an establishment such as the one Mr. Hatch is very closely allied with, that of The Curtis Publishing Company in Philadelphia, or those houses in New York which have electrotyping branches connected with them, you would find that a great deal of study and care is being given to the preparation of forms for the foundry. It is all high spaced. Oftentimes brass rules are buttressed round. The cuts are on metal. What do we get? We get forms that are set up just as if they were going to be put on the press and used there. The treatment to which they should be subjected is totally different. When you put a plate on the press you are just simply given an impression on the top of it. It does not go any further than the face of the lead. When we put a form into the molding press we subject it to tons of pressure oftentimes, which is exerted in every direction. The moment the type enters the wax there is a sidewise thrust, and that accounts for the rules being bowed out of shape, that you sometimes get. Of course if cuts are mounted on soft wood, or wood that is not the height of the type, that goes down too. I am quite sure there is hardly a man here who would not swear that his form was not in the condition in which the plate shows it to be if we should give you a plate just as it is molded on the press. So I want you please to give more thought and care than you do to the preparation of forms for the foundry.

When type is set, for instance, inside of box rules, it needs to be justified so that it can be locked up very tightly, because when the type is driven into the wax the wax almost takes hold of it like your fingers, and if it is not locked up so, when the form is removed from the wax the type will pull out; the top of the form will be pied. Also when type is inserted in mortises it needs to be very carefully fastened there.

You have oftentimes had this happen, I am quite sure, that you have got electrotypes back with the lines crooked, and perhaps if you had ten or a dozen or twenty or forty, as sometimes happens, each one showed a little difference, a little worse than the other. The first that was molded from that form was almost in the condition in which you sent it to the electrotyper, but gradually as they were molded the type was not secure, the wax was driven down between the type, which acts like a wedge in separating each line from the other. Now, that is something we cannot help. We don't dare to unlock your forms, and we would not know how to fix them if we did, but it is up to you to see those things are taken care of.

Those are one or two of the minor things. I think Mr. Gage spoke of the unwisdom of using type for electrotyping that is used on a press. We of course get a good deal of type of that kind, especially from job printers. When you take your proof of it it looks dirty. And why does it look dirty? You clean type, and if there are some letters that are worn and down below the height of the paper they will come up.

When you hammer on a planer with a mallet the type that is low comes up; just as when you hit on the handle of a hammer or axe to get the head on, the head comes up on the hammer or the axe, so your letters come up, and you take a proof and it shows every letter. We put it under the molding press and subject it to the treatment that I have spoken of, and down goes the letter; so that if we should furnish you a plate like that about every twelfth letter or thereabouts would not print. We have got to pick them up, drive them up with a tiny punch at the back or pick them up on the face, and sometimes — I am not telling any fable — it costs us more to finish the plate than we get for the entire job.

These things seem very trivial and small, but they are the things which prevent us from giving you the satisfaction you want, and of course prevent us from making any money on the work.

I want to speak too of the need of insisting upon getting blocks that are blocked on suitable blocking wood. I am talking, I assume, to a large number of job printers, who could not have the cuts blocked on metal if they wanted to; it would be too expensive. Just as Mr. Hatch said, we have to take them as they come, on all sorts of wood that is sent to us, but if the wood be soft down they go. I am going to tell you a fact.

Some time ago I electrotyped the plates of a magazine, for which I received \$1.80 a plate. It took a finisher in some few cases an hour to finish one of those plates — an hour. Now, we charge \$1 an hour for the plate. What is there left for us for all the rest of the operations, at least nineteen operations, that every electrototype plate goes through? What is there left for the electrotypist when a man has spent an hour on it? He could get through with less, but he would spoil the plate. He has to cut through with a saw, perhaps, to raise it up, etc. The time has got to be spent somewhere.

The trouble, however, begins with the photo-engraver. It is up to you to see the thing is started right. We are really in partnership, just as Mr. Hatch said; we are all engaged to turn out decent, respectable work, but it is up to the printer to see that the electrotypist gets a fair start at the beginning.

Now I want to say just a word about the difficulties that we have with color work, three or four color work. You would like us to furnish and we would like to furnish you with plates which could be put on the press and with very little adjustment be brought into register. That is what we are all aiming at, the elimination of waste, and we could do far better than we do if we were given the proper assistance at the beginning. The photo-engraver when he makes those original engravings is working from a copy which has certain marks on it which are designed to enable him to secure register when he takes his proof, and he makes his proof from those register marks. When he sends the plate out — I am talking about ordinary commercial work — he goes

to work and he routs it all off. You get a plate with no register marks on it, nothing to indicate whether the plate is to go this way or that way, and the electrotyper has got to fool and try to find some spot in these three or four color plates which is common to all, from which he can measure. Some of the men who do colored label printing are wiser than you, they insist on putting around the edges of plates, each of the four corners, register marks which they insist shall remain there till the plate is finished. It is easy for us then. All our machinery is designed to work from the edge of the plate; it is easy for us to put the edge, those register marks, up to the cutting edge of our tools and to trim plates which shall be uniform, so that all four colors, or plates, are practically identical as to size and dimensions. It is an easy thing for you to get that if you insist upon it, but the engravers with practical unanimity trim those things off unless you insist upon having them left there. That is one thing.

Another thing is this: Oftentimes color plates have only just a patch of color in one of the colors at the top of the plate, another at the bottom or perhaps on one side, and they are blocked. They are sent to you blocked. The easiest way to get rid of the waste metal between is to cut it clean away. It might smut, we will say, if it were only routed down. But what happens? If that is blocked on wood there is no way that I know of as yet that can be absolutely guaranteed against either swelling or shrinking, as the case may be, with the atmosphere. Those things are in perfect register when the proof is made, but perhaps you keep them. Your job is held up, you cannot print it for a while, and it is a week, two, three, four weeks before it is electrotyped. Now, those colors have gone either away from one another or come nearer together, so that the plate when made from that will not register, and it is not the fault of the electrotyper. Insist on it that color plates be left whole, that the metal be not separated, that the various parts be connected, no matter how little, but still connected. If you should visit the plants which are doing some of the beautiful color work such as you see in *The Ladies' Home Journal* you would find that all the blank metal between those illustrations is left there until the electrotype is finished. That is one of the secrets why they are able to do such beautiful work. The soft vignette edges are protected until the last operation. Now, the common, ordinary work that we get, commercial work, is not so protected. That is all routed away. The tendency is in electrotyping for the edges of the electrotype to turn up a little bit, so that in the finishing of the plate those are the first things to receive any impression from the finishing, and that is apt to thicken it unless it is protected. It is a difficult thing, I know, to train the artist, the man who examines the plates, to the acceptance of proofs with that mass of color between the various parts, but it can be done, and if you want to get really the best possible results from your color plates insist upon it.

A year ago, two or three years ago I think, we had some discussion in our national organization about the standardization of plates, the standardization of the thickness and of the bevels. Now, we can get along a certain distance, but we cannot go very far on that without your help. We have adopted a standard thickness of eleven points as the thickness which electrotype plates should be made. That is thick enough for any ordinary purpose, and I think it is quite generally followed now. Some manufacturers of blocks used to make plates which required a twelve point plate, but I think that is generally discarded. But when we come to the matter of bevels we find quite a different condition of affairs to exist. Some plates want a 45 degree bevel, others want a 20 degree bevel, another wants a 30 degree bevel, and so it is. Really to make that bevel would need a separate machine for every one of those classes of plates. We don't have any trouble, you know, in filling up those details in our plates; they take care of themselves naturally: but we don't want to have them to look after, as a matter of fact. We would like you, because you are the folks who buy the beds and the catches, to insist on a uniform bevel for plates. A 30 degree bevel will meet every need, — a 30 degree bevel will meet every need, — and if you insist when a man comes along with some new and better invention that he shall make his catches to take a 30 degree bevel, gradually we will be able to get down to standardization on that point. Please give us your co-operation along that line.

Something was said here about the wear of plates. I have been asked many times—a customer wrote to me only a week ago to give him my expert opinion—how many impressions could be secured from one set of copper plates. Well, I cannot answer you that, any more than the man in the moon, because it is not up to the electrotyper. I called up the superintendent of a very large establishment, and he told me that he had got as many as 300,000 impressions off of one set of plates, and again he had worn them out in five. I asked a very prominent printer, a very skillful printer, in this Convention. He told me he got nearly a million off one set of plates, and again he had worn them out in five: it depended on the conditions under which they were printed.

I want to point one thing out to you — some of you. I am astonished that there is not more general information on the part of practical men about certain things. Take a cylinder that is 36 inches in circumference, and it will travel just 36 inches if you roll it along, whether on a press bed or anywhere else, but if you add 4,000th of an inch packing to that it will travel 12,000ths, no, 24, because it is on either side. You add 4,000th to the radius and 8 inches to the circumference, so the press will travel 36 inches and 24,000ths, and that makes a very appreciable slip. Four-thousandths does not seem very much. The trouble is that most of us learned our business on flat bed presses



originally, platen presses, whether job or otherwise, and it does not make any difference there whether you put the addition needed to make the requisite amount of impression under the plate or over it, but when you come to a cylinder press it makes all the difference in the world. The amount of packing should be absolutely enough to travel with the bed of the press, and if it does that your plates will wear God knows how long. Of course there are certain conditions which will affect it, the nature of the ink, the paper that they are to be used upon, and so on, but given a good plate it will wear indefinitely. Almost always when you get a plate that wears out rapidly I want you to look at it, and you will find it looks polished, and this little slip will wear it out just as surely as if you rubbed sandpaper over it.

I want to speak just a word about the element of time in the making of electrotypes. We are asked sometimes, "How quickly can you make a plate?" and we give an answer in fear and trembling. Why? You can sprint a block to catch a train, but if you sprint all day you will die of heart disease. If we tell you that it will take so long to make a plate, and you come along every day with the expectation that we will make plates in just that amount of time, we can't do it. Oftentimes when you ask for a specially hurried job the electrotypist makes it at a cost exceeding the amount he gets for the job. Every job that is turned out in that especial way has got to be done out of its ordinary course; it has got to be followed up all the way through, and that vastly increases the overhead to the job. So don't ask unreasonable things, for one thing.

Another thing let me ask you to do, and that is to distribute your work as evenly as you can. In the case of publications often we get them piled into us, the whole issue at one lick. Electrotypes have to be made one after the other; they are not put on a press like you do and print the whole thing at once; they have got to be made one after the other, and just as soon as one is molded we start on the next operation of plating. Then it goes to the blackleading and into the battery, etc., and so they follow along one after the other. If we could get them that way it would be possible to give you much better service than we can do when they are all held back till the last thing. I know that the trouble oftentimes is not with you: it is with the editor, or the advertising manager, or somebody who holds up the OK of the proofs; but we cannot get at him; you can. It is up to you to see that these things are sent along piecemeal. I did a magazine some time ago. The issue was about 140 pages. I had 100 pages slammed into me in one day, had two plates to make of them. I tell you we nearly killed ourselves to get that issue out, and I don't need to tell you, because you know it without my saying so, that the man did not get the kind of work we would have done if we had had deliberate conditions under which to work. Speed and quality don't go together usually. Give the electrotypist as much time as you can.

The last thing, or practically the last, I want to speak about, is the question of price. Mr. Hatch spoke about our cheapening certain of the elements that enter into the making of a plate. We can do that, but only to a limited degree. The metal costs us all the same. The cheapest plates you buy and the most expensive are made usually of the same metal; there is only a fractional difference at the most. We can reduce the amount of copper, and of course we reduce the wearing quality of the plate, and also we usually reduce the value of the plate on the first proof; but the thing which costs us is the labor, and practically the only thing that we can eliminate is the workman's time that goes into the making of the plate. Now, that can be very materially reduced. I will tell you in what way. Oftentimes the first impression that a molder makes of a form does not give a perfect plate; it gives one that could be used, but it is not perfect—there are certain defects about it. If he has time, if he is allowed to, he will discard that and make another. Of course that has doubled the cost of making that particular part of the work. When it comes to the battery, as I have said, they can be slighted.

Now, it is not the cost of copper, it is the cost of the current which deposits that copper. The longer the copper shell, or the shell, or whatever it is, remains in the battery, the thicker it gets, but it costs us not the copper but the power that is used to put it on there, and if the price is reduced to a point where we have to economize we must cut that down. But the chief element is the cost of finishing the plate. Now, a plate could be sent to you just as it came out of the casting box, but you would have some trouble to print it, and the time that we would save you would spend. Your time costs you \$2.50 or \$3 an hour on the press. Our time costs us \$1 an hour for the finisher, and I think that he spends less time in making a plate ready than your pressman would spend in making it ready if he sent an imperfect plate, so it is economy to give us enough in payment for our plate to enable us to properly finish it. It is self-evident. You can pit us one against the other and tell us that John Jones will do it for so much, and if we don't care to take it you are going to send it to him; and we may be weak enough to reduce the price to keep it all and the quality of the work must suffer, there is no question about it.

There is just one other thing I want to say, and that is this: the electrotypewriter is always working in the dark. He practically never sees his own work. Your pressman or compositor sees the job he has set up, he sees the proof. If it is a display job he sees how it looks. If he does not like the looks of it he can change it somewhat. The pressman sees the printed copy; he knows when the job is made ready whether it looks good or not. But the electrotypewriter never sees his own work. He simply knows that he has finished it to the best of his ability, and he sends it out and he never sees it. I want you to help us to educate our men. If you have defects in the work that is sent to you, send a

marked copy. Don't call the man up over the wire and say, "The plates are rotten." That does not convey any idea. He does not know why they are rotten or wherein they are rotten. But send a marked proof showing the defects in the work, if there be any. The boss electrotyper has then got something that he can go to his workmen with. "Now, how did you happen to let that go by?" In that way we can educate the men, and we have no other means, absolutely no other means. I don't suppose that I see one in a thousand of the jobs that we do, not one in a thousand ever comes back, and if we get a complaint usually we don't know why, unless we go to see the man.

Lastly, I want you to cultivate, please, these printers' schools that you are establishing. See that the boys are taught how to prepare forms for founders. If you can, have them visit a foundry, not just casually go through it but spend a day there, two days. I think every electrotyper would be glad to give a boy that is learning the business, compositor or pressman, a day or two in his place to see how plates are made, so that he shall have an intelligent conception of what we are trying to do, one and the other.

And lastly, let us get into a closer connection one with the other. If you have got a job to do that is a little difficult, don't get it all ready and send it to the founder, and when the job comes out and it is not satisfactory, raise hell; but send for the electrotyper before you start on the job and ask him what is the best way to go about it to get a good result.

It is possible you are trying to do something which cannot be done. I have known a good many cases where that is true; that is to say, it can't be done at all. But if there is a little co-operation and consultation at the start, why, most of these things can be avoided.

I thank you very much for your attention. (Applause.)

THE PRESIDENT: It is now in order to go into executive session. Before we do that, I have to request that none but delegates, alternates and members of the United Typothetae and Franklin Clubs of America remain in the hall. I understand that associate members are not eligible. Will someone make a motion that we go into executive session?

(On motion, the Convention resolved itself into executive session.)

THE PRESIDENT: The first matter on the program is the report of the Committee on Credentials. Is the report ready? Kindly give attention to the reading of the report of the Committee on Credentials.

## REPORT OF THE COMMITTEE ON CREDENTIALS

The Credential Committee, appointed to examine credentials, beg to report as follows:

Number of Delegates.....	114
Number of Alternates .....	43
Number of Members.....	194
Number of Guests.....	1,367

Total registration.....	1,718
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The largest gathering of printers in the history of the organization.

Respectfully submitted,

G. F. KALKHOFF, Chairman.

THE PRESIDENT: As I understand it, this requires no vote. It is simply received and filed. Next is the report of the Committee on Resolutions. Is the committee ready to report?

## REPORT OF THE COMMITTEE ON RESOLUTIONS

JOHN CLYDE OSWALD (NEW YORK)

MR. CHAIRMAN AND GENTLEMEN: Your Committee on Resolutions has considered the various matters presented to it, and herewith submits the following report for your consideration:

## REPORTS OF OFFICERS AND COMMITTEES

"*Resolved*, That the reports of the Officers and Committees to this Convention be received and referred to the Incoming Administration for its consideration and such action as its judgment dictates."

MR. OSWALD (New York): I move the adoption of that resolution. (The motion was seconded and adopted.)

MR. OSWALD (New York): The American Printers' Cost Commission desires that this convention shall reaffirm its recommendations, and with your permission I will read them and then move them for adoption as a whole. I imagine, Mr. Chairman, you will not desire to discuss them. They have been before the Convention before.

## RECOMMENDATIONS OF COST COMMISSION

1. For the purpose of arriving at the cost of production of printing, we recommend that the standard unit of production shall be the sold hour in the several departments.

2. That the standard hour cost shall be the gross cost; namely, labor, plus all overhead expense, department and office.

3. That the standard method of caring for the overhead expense shall be to charge direct to each department all necessary items and to distribute office or general overhead expense on the basis of total department costs, including pay-roll.

4. That stock handling, storage and shipping, as well as sales, shall, where possible, be kept as separate departments, or may be included as items of the general overhead, to the end that same be included in gross cost of mechanical department.

5. To cover cost of handling stock we suggest a minimum of 10 per cent. be added to the delivered price at the plant. Profit to be added to this amount.

6. That the standard rate of depreciation on standard machines to be charged to cost of production shall be 10 per cent. annually of original purchase price.

7. That the standard rate of depreciation on type to be charged to cost of production shall be 25 per cent. per annum of its original cost.

8. That the standard rate of depreciation on stands, chases, imposing tables, etc., to be charged to cost of production shall be 10 per cent. per annum of their original cost.

9. That interest on investment (paid-in capital and surplus) at the rate of 6 per cent., or the legal rate of interest, is a proper charge to the cost of production.

10. That the standard rate to be charged off for bad debts shall be 1 per cent. of volume of yearly sales.

11. That in the operation of a printing plant to its average capacity, a minimum profit should be 25 per cent. added to cost of production.

12. That the standard terms of sale of the printers' product shall be thirty days net, due on the 10th of the month following date of purchase. We further recommend that where local Typothetae credit and collection departments are in operation, a uniform agreement as to credits be adopted and the same be printed upon the monthly statements of the members, the form to be somewhat as follows:

"This firm is a member of the local Typothetae Credit and Collection Bureau. All statements are due the 10th of the month following date of purchase. All accounts overdue will be charged interest at the legal rate per annum."

13. That for the purpose of arriving at the cost of monotype composition the keyboard and the caster be kept as separate departments.

14. That chases and patent blocks in the average commercial plant be considered part of the composing-room equipment.

15. That where type and material are kept standing for the convenience of the customer, a proper charge should be made.

16. That in presswork ink should be charged as a special item, and not included in the cost per hour of presswork.

17. As a requisite for determining costs, we endorse and deem necessary the use of an efficient loose leaf inventory.

18. Experience has demonstrated that inventories for insurance adjustments by appraisal companies have proved most satisfactory.

19. We recommend that the Cost Commission gather and tabulate complete statements of cost of production from as many standard cost system users as possible, throughout the country, and officially report their findings semi-annually to the trade directly or through the trade press.

20. We recommend that the mutual fire insurance companies operated by and for the printing trade receive the careful consideration of all employing printers.

21. We recommend that printers' mutual casualty insurance receive careful consideration of all employing printers.

22. We recommend the establishment of printers' credit associations in all localities where practical.

Mr. Chairman, I move the adoption of the recommendations of the Cost Commission as read.

(The motion was seconded and adopted.)

#### PUBLICITY OF COSTS OF PRODUCTION

MR. OSWALD (New York):

"WHEREAS, it is believed that the further promulgation by general publicity, outside our national and local associations, in the matter of average costs of production, is no longer to the best interests of our industry,

*"Therefore, be it Resolved,* That we recommend the discontinuance of this practice in so far as relates to its circulation generally."

I move the adoption of that resolution.

(The motion was seconded and adopted.)

#### STANDARDS OF PRACTICE

MR. OSWALD (New York):

"Your Committee has given consideration to the Standards of Practice adopted by the Graphic Arts Department of the Associated Advertising Clubs at Toronto, June, 1914, and submits herewith the following:

*"Resolved,* That the Standards of Practice adopted by the Graphic Arts Department of the Associated Advertising Clubs at Toronto be endorsed by this Convention."

I move the adoption of this recommendation.

(The motion was seconded and adopted.)

## THE CONVENTION PROCEEDINGS

MR. OSWALD (New York):

"WHEREAS, the 28th Annual Convention of the United Typothetae and Ben Franklin Clubs of America, held in New York City on October 6, 7 and 8, has proved to be a gathering of exceptional value to the craft, and

"WHEREAS, the numerous subjects treated by the respective speakers have been most interesting, instructive and worthy of our careful consideration and further thought, and

"WHEREAS, it is to be regretted that every employing printer in this country and Canada could not have been in attendance to enjoy these valuable papers and addresses, and

"WHEREAS, said papers and addresses are to be printed in the Convention Report and distributed to the membership in the near future; in order that the greatest possible publicity be given to said papers and addresses,

"*Be it Resolved*, That the secretary is hereby instructed to direct especial attention of local secretaries to these matters, with the recommendation that the addresses be read and discussed at the various meetings of the respective local Typothetae, and

"*Be it further Resolved*, That the numerous contributors are hereby tendered the grateful thanks of the Convention for their painstaking efforts and valuable assistance in making this Convention so successful and profitable."

(The recommendations of the Committee were adopted.)

## SCHOOL OF PRINTING AT INDIANAPOLIS

MR. OSWALD (New York):

"*Resolved*, That we hereby reaffirm our interest in trade school education as related to the printing industry, and direct the Executive Council to continue our co-operation with the local management of the U. T. A. School of Printing at Indianapolis, in so far as the interests of this Association are concerned:

"*Be it further Resolved*, That it be recommended to the Executive Council that the sum of \$4,000 be appropriated for the use of the School during the school term of 1914-15."

I move the adoption of this recommendation.

(The motion was seconded and adopted.)

THE PRESIDENT: I would like every member to vote, if possible.

## THE LONG PRICE LIST

MR. OSWALD (New York):

"Your Committee has had before it for its consideration arguments both in favor of and against what is known as the long price list. The subject is deemed to be of too much importance to the membership of the United Typothetae and Franklin Clubs of America to justify a definite recommendation by the Committee in the necessarily limited time at its disposal as to the proper policy to be adopted. Further, your Committee believes that any plan to be successful in operation must have the co-operation of the paper dealers. Therefore, be it

*Resolved*, That a special committee of fifteen (15), to include the membership of the Printing Trade Matters Committee, be appointed to meet with a like committee of the National Paper Trades and allied associations to discuss the matter from all points of view and to report its conclusion to the Executive Council. Be it further

*Resolved*, that the Executive Council be directed to give immediate information to the membership of the United Typothetae and Franklin Clubs of America as to the result of the joint conference of the two committees."

I move the adoption of this recommendation.

MR. HINES (Detroit): I move as a substitute for that recommendation the following:

"WHEREAS, The best interests of the entire printing industry demand what is known as the "long price list" be adopted by every dealer in paper, this for the reason that a price list approximating retail selling prices will immensely help the printer to sell his paper at a profit.

"WHEREAS, The proof that the long price list is correct in principle and practice, were any proof other than common sense needed, is found in the experience of Detroit printers who have enjoyed the priceless benefit of the long price list for the past eighteen months.

*Resolved*, By the Twenty-eighth Convention of the United Typothetae and Franklin Clubs of America, that we place ourselves on record in favor of the long price list, and call upon every paper dealer doing business with our members to aid us in bringing about this reform, by withdrawing all net lists and substituting therefore price lists not later than March 1st, 1915, which will give printers protection to the extent at least of twenty-five per cent. Be it further

*Resolved*, That the Committee on Printing Trade Matters of the United Typothetae and Franklin Clubs of America be, and is hereby, instructed to be present at the next meeting of the National Paper Trades Association and then and there use every honorable means to



secure a pledge from that association that the long price list will be immediately adopted as above requested. Be it further

*"Resolved, That the Secretary be instructed to notify all members of the United Typothetae and Franklin Clubs of America, monthly, of the paper jobbers who are complying with the request as outlined in the above resolutions."*

THE PRESIDENT: Is there a second to your motion, Mr. Oswald? As I understand it, we act on the amendment first. Is there a second to your motion, Mr. Hines?

(The motions of Mr. Oswald and of Mr. Hines were seconded.)

MR. BRANDAO (New Orleans): Before proceeding with the discussion, I move that ten minutes be allowed to each side. We will spend the afternoon here if we get started on this thing.

(The motion of Mr. Brandao was seconded.)

THE PRESIDENT: You have heard the motion made by Mr. Brandao of New Orleans, that the discussion be limited to ten minutes by each side. Are you ready for the question?

MR. OSWALD (New York): I would like to suggest that, while I believe in short discussions, yet this is a very important matter. I would like to say for the Committee that we had of course this resolution of the Detroit Typothetae to consider, and that we chose not to adopt it, because of, we felt, a lack of time to discuss it thoroughly. I would not want to give up the whole afternoon to the discussion of this question, but I think this motion of Mr. Brandao might be made a little later, possibly, to advantage.

THE PRESIDENT: You mean more than ten minutes?

MR. OSWALD (New York): Yes. I would like to see him withdraw it for the moment, and then if the discussion gets too long renew it.

THE PRESIDENT: Mr. Brandao's motion is withdrawn.

MR. AINGER (Detroit): I was going to take exception to it. We have got fifteen cities that have endorsed these resolutions, and we cannot very well expect fifteen people who are interested and fifteen people who are opposed to express themselves in ten minutes. They cannot express themselves intelligently in that length of time.

THE PRESIDENT: We will have a discussion of the amendment offered by Mr. Hines. Are you ready for the question on the amendment?

MR. DONNELLEY (Chicago): I don't want to be in the position of blocking the game of the Detroit Typothetae. I have no opinion personally upon the merits or the demerits of the long price list, but I did talk with two or three representatives of the paper trade, and they seem to think that there are questions in this matter of the long price list that should be threshed out. They express a willingness to have a committee from their national organization meet a large or a small committee from our organization and take all the time necessary

to discuss it. Now, the motion as we are putting it through looks to me as if we are putting something through without consulting the other fellow. This has to, in a way, be co-operative, and with all deference to Detroit's anxiety to have this put over it seems to me that it would be very much fairer, and we would make better progress finally, if we referred that to a committee to discuss it with the committee from the manufacturers and dealers. That committee could, if necessary, refer it to our Executive Committee for their final action. I hope the motion will not prevail.

THE PRESIDENT: Any further discussion?

MR. OSWALD (New York): Mr. Chairman, I would like to say that if the resolution as presented by the Detroit Typothetae is the proper solution of this question from the point of view of the employing printer and the members of this organization, it is absolutely proper that it should be adopted by this convention, and that the policy there outlined should become the policy of the U. T. A. Now, if it be the proper policy before this Convention that fact will be developed by this conference which is proposed. I do not see that anything can be lost by the delay of a few weeks. In fact, their resolution requires that this Printing Trade Matters Committee shall attend that convention, and that they shall there take some action. It seems to me that you are really delaying the solution of the problem in the interests of efficiency for a short time, and that you will be entirely safe in leaving it to this proposed conference, and further, you will be giving the other side an opportunity to present its case. I hope the amendment will not prevail.

MR. AINGER (Detroit): I hate to disagree with anybody on this matter, but I cannot see the logic in this organization or any of its members playing into the hands of the National Paper Dealers' Association. We buy 98 per cent. of the paper that they sell. It hadn't ought to make any difference if we asked to have this printed in Sanscrit, if we use the list and if it is to our advantage to use it. We have used it intelligently in Detroit for nearly two years now,—our resolution says eighteen months,—at the time the resolution was adopted by the local it was eighteen months but it is nearly two years now,—and there has not been one single reason developed why it is not logical and sound sense. The best evidence that I know of why the National Paper Dealers' Association should be with us on this thing is this price list issued by the Strathmore Paper Company. That ought to be a standard so far as the paper dealers themselves and the manufacturers are concerned. The Strathmore Paper Company puts out a long price list. Any one of you who has got a Strathmore table in your office will find in that table the prices, and all the prices mentioned are the retail selling prices to the jobber, to the consumer; it doesn't state the wholesale price of the paper to the jobber. There is no more reason why our customers should know our wholesale price of paper —

and that is one of the points we are talking — than there is that we should know what the jobber pays for his paper. There is the book; if any of you have not got it, I will pass it around, and you may have the evidence. The small printer, who recommends that his customer buy the paper, who influences his customer to buy the paper, is ordinarily — not in all cases but ordinarily — a poor credit risk, and whatever his opinion may be ought not to influence a lot of prosperous printers, such as this convention represents, and ought not to have any effect or any bearing upon the opinion of the paper jobber. There has not been any reason advanced at all why we were wrong; there has not been any reason advanced by anybody since we have been in New York, and we have inquired of everybody we could find and talked with everybody we could find to find out if we were wrong or not, — there has not been any reason advanced why we were wrong. I don't see how anybody with intelligence, and there seems to be a lot of it here, has the nerve to dispute us on it. There is not any city represented in this room that has ever had a uniformly long price list. We have had it for two years, and we know how it works. It is successful from every standpoint. I challenge anybody here to give us a real reason — not a supposition, but a real reason — why it won't work. This matter has been discussed at every meeting of the National Typothetae of which I am cognizant. I have attended two or three meetings myself, and I have read the resolutions that have been passed and have been buried in committees from year to year. As long as I can remember, nothing has been done. The time seems to me to be ripe now. We have four paper dealers in the city of Detroit, every one of whom has a long price list, and none of whom would be willing to go back to a net list. Every one of them is satisfied, and a paper jobber who has never issued a long list is not able to dispute the position of the Detroit jobber. There is nothing wrong with it. Is there anybody that can suggest why it is wrong? Why bury it?

MR. FINLAY (Boston): I would like to ask the gentleman from Detroit a question, as I was on the Printing Trade Matters Committee. I tried to get Mr. Fell to take this part, but he was sick at the last conference that we had in this hotel last April. The thing has not been buried. We have had three meetings with the paper jobbers' committee. Am I right when I say that 90 per cent. of all the paper that is bought in the city of Detroit is bought by printers?

MR. AINGER (Detroit): Yes, sir; you can make it stronger than that if you want to.

MR. FINLAY (Boston): Now, there is one thing to bear in mind. Is there any paper bought in the city of Detroit by printers from paper mills?

MR. AINGER (Detroit): Yes; very little.

MR. FINLAY (Boston): That is one of the reasons why the committee which you appointed, and of which I was a member, was not

perhaps as successful as if all the cities had been like Detroit. If the printers in all the cities that are represented by this Typothetae bought 90 per cent. of the paper that was used in the city, you would never have to offer that resolution, the paper jobber would put out the long price list. After the meeting that we had last April in this hotel, with the paper jobbers' committee, I asked Mr. Olmsted, who addressed us here this morning, if he would not prepare a paper and come before this Convention and enlighten our members on some of the reasons why the paper jobber was not prepared at this time to have a long price list. You heard what he recommended this morning. He recommended that a committee of fifteen or twenty-five from each side be appointed, and that we come to New York and we stay one day, two days, three days or a week, till we could settle this question and settle it right. It seems to me, after Mr. Olmsted prepared that paper and came here, that if we are right we ought to be able to appoint a committee and convince the Paper Jobbers Committee that we are right, and if they are right they ought to be able to convince us that we are wrong, and then we ought to correct those wrongs before we ask them to put out the long list. I believe that every printer here is in favor of a long list, but it is not so easy to get it. It is the intention in appointing the committee that a large number of the people that have long lists should be on the committee to do the work. I hope the recommendation of the Resolutions Committee will prevail.

MR. AINGER (Detroit): Let me speak in reply to Mr. Finlay. I think that we should be given a real reason. He has not given us any reason why this thing is a failure, why it won't be a success. Why cannot a long list work out?

MR. FINLAY (Boston): Because, as I tried to explain to you, the paper jobber, if he gives you a long list, is going to demand that you buy the product, if he goes in partners with you, from the jobber and not from the mill. Supposing you run a pressroom of sixty presses. Supposing your customers were publishers and they supplied that paper to you. What would you do in that case? Go round and collect 25 per cent.?

MR. AINGER (Detroit): Yes, sir.

MR. FINLAY (Boston): Well, I hope you could.

MR. AINGER (Detroit): Well, we do it.

MR. FINLAY (Boston): All right, you do it; but you buy 90 per cent. of the paper that is sold in Detroit,—you buy 90 per cent. of the paper. In the city of Boston and in the cities of New York and Chicago, I venture to say, the printer buys the minority lot of paper. I venture to say, that we, as printers, don't use half of 90 per cent. of the product of the paper mill. There is another side that has got to be figured. We are not the 90 per cent.

MR. AINGER (Detroit): What was it you said about the mill?

MR. FINLAY (Boston): What about the mill?

MR. AINGER (Detroit): You said something about the mill.

MR. FINLAY (Boston): If you are going into partnership in a long price list, the paper jobber wants to be protected by the printer, that he buys the paper from the jobber and not from the mill. His greatest competitor he claims to-day is the printer buying from the mill; that is what he claims.

MR. RUBOVITS (Chicago): May I just add one other thought to Mr. Finlay's answer? Detroit is most fortunate from other stand-points as well, and what applies to Detroit may not apply to other cities. If Detroit is fortunate enough to have printers who will not suggest to the customer to buy the stock direct from the paper house, it is to be congratulated. I know, and many of you here know, from other cities, that the "wise" printer whispers in the ear of the customer that he would save money if he would buy his stock direct, because he will only charge him for the printing and binding of the work. That is a universal condition. Now, if this was the only reason, we ought to meet with the paper men and thresh this out intelligently. There is no man present who is not willing to take 10 per cent. or more from the paper houses. I for one would pay a very handsome amount to the Typothetae, or for any other cause, if this thing were brought about, because it would mean many thousands of dollars, and it would to every one else here; but we must consider the other side as well. Your Committee on Trade Matters in the last few years had repeated sessions and personal interviews and correspondence. The matter is of too vital importance to railroad it through, because you may have to back down when you finally get to it. (Applause.)

MR. FELL (Philadelphia): I happen to be the unfortunate chairman of this Printing Trade Matters Committee, and I want to say to Detroit in the first place, that I am heartily in favor of the long price list. Perhaps we could all talk on this, because several of us have talked for more than a day. There are several questions here which present themselves, and which I would like to talk to you about. But what we want to do, I take it, as a national organization, and what Detroit wants us to do, is to have the long list adopted, and adopted for all our members, as quickly as can be. That I take it is what we are intending to do. I presume from the temper I have seen of the executive committee of the National Jobbers, and also in consultation with the Association of Manufacturers, that if we passed a resolution simply demanding it, they would accept the resolution and probably decline to go much further with it. If we can have a joint meeting, in which we can explain what we want and they can explain what they want — and unfortunately I happen to know that they have a good list of what they want us to do if we secure this from them — then we can have a national agreement between the two organizations which will be binding on all the members in all the cities. Some of our towns have smaller Typothetae than Detroit, and most of them have much

less energetic bodies, and I compliment the Detroit people upon having an energetic body, and therefore the smaller body and the less active body would continue to have the present condition, while a few active societies, like Detroit, would secure this particular advantage. Detroit has it, and I believe that with a consultation brought about at this time we can secure what Detroit wants; but I believe that we would be doing a foolish thing to simply pass the resolution and sit down and ask them what they are going to do with it, because if I were a paper jobber I would not do anything with it. We want to go at it in a co-operative way, so that we can secure a national agreement, with which we can then go to the particular jobber in our town and say, "Here, you are a member of the National Jobbers' Association and you have agreed to do this. Now, we want it, and if we don't get it we are going to the front." I believe you can accomplish a great deal more in that way. (Applause.)

(Cries of "Question.")

MR. PARSHALL (Detroit): In answer to Mr. Finlay about the jobber being interested in who buys from the mill, I would say that those who are buying from the mill are of no interest to the jobber regarding the long list part of it, because that is not his business now anyway; he has not the business, so that putting out the long list to the printers who are their customers would not affect at all the printer buying from the mill. The amount of paper gotten by the printer from the jobber is probably about equal to the amount of paper gotten from the mill by the jobber. The jobber would then compel the mill to come to time, the same as we are asking the jobbers to give us the long list. They would settle the matter with the mill. It is not our affair to settle with the mill or to promise anything. We are asking the jobbers for something that every other line of business has. Nearly every business has a long list. In the dental business a wholesaler sells through the jobber. If a dentist goes to a wholesale house for a dental chair, they ask him, "What jobber are you doing business with? We will bill it through that jobber." Our business could be put on as high a plane as that if we would only get the backbone to stand up for things that are not asking anything at all out of the way of these different jobbers.

MR. BRANDT (Louisville): This was made a special order of the meeting of the Ben Franklin Club of Louisville, and it was adopted by a vote, not a Yea and Nay vote, but a ballot of 24 to 2.

MR. WATSON (Jersey City): Unfortunately I am a member of this committee that listened to this talk between the Paper Jobbers' Association and your Committee on Trade Matters. It is true, we would all like to have the same condition that Detroit has. I wish that we might have it here in New York. But take this into consideration. Detroit has four paper jobbers. I don't know what the number is here, but the Jobbers' Association has about 20 per cent.,

as I recall it, Mr. Finlay, of the paper jobbers of New York. I just wanted to put that thought before you in connection with this. We could not control it here in New York. They have not got enough membership here.

MR. FISKE (Buffalo): I am the secretary of the Buffalo Typothetae. We are heartily in favor of the long price list. We, in Buffalo got tired of being thrown from local to national, national to local, and back again, and we decided to fight it out for ourselves, and we are at it now. This is the way we are doing it: We are patronizing the house that has the long list; we only have one, so we are patronizing that. The arguments I hear brought up in favor of the paper jobber are all the more reason, gentlemen, why we as printers should demand what Detroit is asking for. There is one thing that never seems to have entered the minds of the printers in speaking in favor of the paper jobber; the paper jobber is fighting two ends against the middle; he wants the retail business, he wants the printers' business, and he wants the wholesale business. Gentlemen, he is not entitled to carload business. The jobber's legitimate function is really in part case business, but it is absurd that we printers, manufacturers, should go to a jobber, who in turn buys from a mill, and give him his rake-off for the paper. I see Mr. Donnelley right here. I don't know what Mr. Donnelley's capitalization is, but I bet it is ten times what the capitalization of our Buffalo jobbers is. How absurd it would be for him in buying his paper for the Chicago City Directory to go to a little jobber with one-tenth of his capitalization and pay him a rake-off of 10 per cent., or even 5 per cent., on that paper. Gentlemen, we in Buffalo and in Detroit have worked and talked and thought about this matter, and there is nothing against the long list except that the paper jobber is afraid to let the printer come up to a level where he can pay his bills when they are due and buy where he pleases, at the best advantage. We have compared prices of one house in three cities. Gentlemen, in Buffalo we are paying 100 per cent. higher on one article than they are in Rochester, from the same house. On other items, because we have four jobbers, Rochester one, Rochester is paying a tremendous tribute to the one house. Gentlemen, there are a whole lot of forces pulling down the printing business. There is the multigraph, the private plant, the advertising agency, which buys its paper. In last week's issue of *Printers' Ink* our Mr. Hazen comes out with an article showing why a buyer of printing should go right to the paper jobber and buy it, and not even allow the printer a handling charge,—not a profit, gentlemen, a handling charge. Have we gone down to such a level that our customers shall dictate to us what we shall have? Now, gentlemen, we are fighting. Detroit has won.

A DELEGATE: How many cities did you say? Fifteen?

MR. FISKE (Buffalo): Fifteen cities are with us on this, gentlemen, and we want it, and we are going to fight for it in Buffalo, and I hope

the National is going to help us out. This is the first time in my knowledge that Buffalo has asked the National for a darned thing, and we want the co-operation of the National organization, gentlemen, this once. (Applause.)

MR. AINGER (Detroit): I want to answer Mr. Fell on one subject that he brought up. Everybody round me says, "Don't swear, Frank," so I am getting careful now. It has slipped my mind, gentlemen, I was confused.

MR. OSWALD (New York): I would like to say on behalf of the Resolutions Committee, and I think I can speak somewhat for New York, that we are not at all opposed to the getting of this long price list. What we want to do is to get some scheme that will work all over the United States. This plan that is proposed by the Detroit Typothetae, that they say works in Detroit, would not work in New York. Now, it seems to me that Detroit, if I may be permitted to say it, is a little bit selfish in attempting to thrust this upon us and say, "By this sign only shall you conquer." We feel that if we can get together in a conference with the other side of this question, and through their co-operation get a plan that would work throughout the United States, it is going to help Detroit just as well as the other cities.

MR. HINES (Detroit): Mr. Chairman and Gentlemen: We have not got any real ready-made plan, but we are initiating a policy,—that is what this is, a policy,—and with a working scheme to eventually work it out. A man has got to make a stand and carve out in this world about all he gets out of it, and that is what we are trying to do, to have this body initiate this as the policy of the National Typothetae and Franklin Clubs of America. When they inaugurate that as their policy they have got a great deal better chance to put it in operation than if they confer and meet around here and elsewhere and take this fellow's interest in consideration, and that fellow's, and some other business or industry. This is the policy that we want to initiate for this organization, and we have a chance to get it if we initiate it. We initiated a Declaration of Independence some years ago in this neck of the woods, and we had to fight for it after we initiated it. We are initiating this as a principle and policy, and we will have to fight for it, and fight hard for it, and we are ready and willing to do so. (Applause.)

MR. FISKE (Buffalo): The insinuation of my friend, Mr. Oswald, that Detroit is trying to force this on the Convention kind of makes me sore. Detroit has got it. It is an unselfish motive that it has got. We are down here to help the rest of you get it. Detroit is not alone. We are fifteen cities, gentlemen, and New York is trying to grab us by the throat. Just get two jobbers, one jobber, to put in a long price list, and patronize that one jobber, and see how quick the rest of them will do it.

MR. GRANT (Chicago): In relation to the gentleman's remarks



regarding New York and its getting a long price list, and as to how they are going to get it, I want to say that Chicago is in practically the same position as New York. It is hardly right to lay it on to any one city as stopping the movement. New York is handling a large city proposition, as we are in Chicago. As a member of the Resolutions Committee, I would say that we worked very hard to figure out a plan that would bring about a proposition that would be satisfactory to the dealers in New York and Chicago, as well as they have it in Detroit. I believe that every city represented, not alone the fifteen mentioned but every city that we have in our membership, is more than willing and anxious to bring into play the long price list for the benefit that they each will receive. I think Chicago is more than anxious to get all the money it can out of the business. But it will, to my idea, be brought about only by a board of arbitration or some conference, other than putting it through here as a demand.

(Cries of "Question.")

MR. MOULTON (Providence): Mr. Chairman, I do not wish to discuss the merits or demerits of the long price list. In fact, while listening here I have not yet heard anyone that would admit he did not want the long price list. (Applause.) It seems to me that it has come down to a question of how are we going to get the long price list, by the declaration of independence which the gentleman mentions over here or by conciliatory measures? For my part I am perfectly convinced that it is wise to first try every possible conciliatory measure, and if that fails I shall be delighted to join the crowd from Detroit who want to fight, but up to that time, gentlemen, I believe the resolution as offered by the Resolutions Committee should be adopted and the proposed one should not be adopted. (Applause.)

(Cries of "Question.")

THE PRESIDENT: Are you ready for the question? You have heard the motion offered by the Chairman of the Resolutions Committee, and you have heard the amendment offered by Mr. Hines of Detroit. (A Voice: "The amendment first.") I am going to take the vote on the amendment. I just want to state the question. Are you ready to vote on the amendment offered by Mr. Hines? If so, those in favor of the motion will make it known by saying Aye.

(A viva voce vote was taken.)

THE PRESIDENT: I declare that the Noes have it. The amendment is not carried. We will now have the original motion.

MR. OSWALD (New York): I am going to ask for a rising vote on that, Mr. President.

THE PRESIDENT: Very well. Those in favor of the amendment as offered by Mr. Hines will make it known by rising.

(A rising vote was taken.)

THE PRESIDENT: The motion is not carried. We will now vote

on the original motion as made by the Chairman of the Resolutions Committee. Are you ready for the question?

(On a viva voce vote the motion was adopted.)

CULTIVATING GOOD WILL AMONG EMPLOYEES

MR. OSWALD (New York):

"WHEREAS, The advanced present-day thought is bringing into recognition that world-old truism, that we, as employers, are indeed our brother's keeper,

*"Be it Resolved,* that we, the United Typothetae and Franklin Clubs of America, in convention assembled, approve the policy outlined in the papers presented under the heading of 'Cultivating Good-Will Among Employees,' and recommend the special consideration and careful thought of our members to this subject, looking towards improving, wherever possible, the conditions existing in printing plants, and bettering the relations between employers and employees.

*"Be it further Resolved,* That a special Committee of Three be appointed to outline a course of action to be followed, and report at the next Convention."

Mr. Chairman, I move the adoption of this resolution.

(The motion was seconded and adopted.)

MR. OSWALD (New York): Mr. Chairman, this report is signed by the Committee:

WILLIAM A. GRANT,  
C. D. TRAPHAGEN,  
E. P. BRANDAO,  
BENJ. P. MOULTON, Secretary.  
JOHN CLYDE OSWALD, Chairman.

I move you its adoption as a whole.

(The motion was seconded and adopted.)

THANKS TO NEW YORK TYPOTHETAE

MR. GRANT (Chicago): Now that resolutions are in order I wish to present one:

"WHEREAS, the Typothetae of the City of New York has so generously provided every facility and convenience for the holding of the Twenty-eighth Annual Convention of the United Typothetae and Franklin Clubs of America, and

"WHEREAS, the attendants at the Convention desire to acknowledge the signally successful efforts of the various committees in providing for the comfort and entertainment of their ladies and themselves,

*"Therefore, be it Resolved,* that our cordial appreciation and thanks

be tendered the Typothetae of the City of New York for its splendid achievement in providing so bounteously for our Convention and entertainment."

(The motion to adopt this resolution was seconded.)

THE PRESIDENT: I am going to call for a rising vote on the motion. Those in favor of the motion will rise.

(The resolution was adopted unanimously by rising vote.)

THE PRESIDENT: Next is the report of the Committee on Apprentices, Mr. Porter, Chairman.

## REPORT OF THE COMMITTEE ON APPRENTICES

HENRY P. PORTER (BOSTON)

MR. PRESIDENT AND GENTLEMEN: The Committee on Apprentices has caused to be placed in every chair a packet in which you will find various documents, and also the printed report of the Committee.

### FOREWORD

To the President and Members of the United Typothetae and Franklin Clubs of America:

Your Committee on Apprentices takes pleasure in submitting herewith its Report giving an outline of its work since its organization nine months ago.

Accompanying this Report are certain Recommendations and Exhibits which the Committee hopes will have careful consideration. All of which is respectfully submitted.

Committee on Apprentices:

HENRY P. PORTER, Boston, Chairman.

E. LAWRENCE FELL, Philadelphia.

A. M. GLOSSBRENNER, Indianapolis.

J. CLYDE OSWALD, New York.

TOBY RUBOVITS, Chicago.

At the Twenty-seventh Annual Convention of the United Typothetae of America, held at New Orleans, La., in October, 1913, a Report was submitted by an investigating Committee on Apprentices appointed the previous year. This Report detailed certain surveys and investigations which had been conducted in accordance with its instructions, and gave expression to certain conclusions as the result of the Committee's work. The Report also brought forward a series of twenty Recommendations which were as follows:

1. The Appointment of a Permanent Committee on Apprentices.
2. An Annual Appropriation of the Sum of Five Thousand Dollars for the Use of Said Committee.
3. The Appointment of a National Apprentice Director.
4. Re-organization of the U. T. A. Technical School at Indianapolis.
5. A Union of the U. T. A. Technical School Advisory Board with the Committee on Apprentices.
6. The Appointment of Local Apprenticeship Committees.
7. The Appointment of Local Apprentice Deputies or Directors.
8. The Establishment of Individual Shop-Schools wherever possible.
9. The Establishment of Co-operative or Local Typothetae Shop-Schools wherever possible.
10. The Establishment of an "Apprentice Department" in all Composing Rooms.
11. Compilation of a U. T. A. Course of Instruction for All Shop-Schools and a Modification of Same for the "Apprentice Department" of Composing Rooms.
12. Publication of Official U. T. A. Text-books for use in Instruction.
13. Definition of term "Pre-Apprentice," and Course of Instruction to prepare same for Grade of Apprentice.
14. Registration of All Apprentices with Local Apprenticeship Committees.
15. Adoption of a Uniform Indenture, if possible, or Agreement, uniting Employer, Parent and Boy.
16. A Uniform Wage Scale for Apprentices, and Arrangement for Bonus Dependent upon Efficiency.
17. An Official U. T. A. Certificate of Achievement for all Graduate Apprentices.
18. Establishment of Local Lectures to Apprentices.
19. A Correspondence Course for Present Apprentice Workmen.
20. Co-operation with Trades-Union Apprentice Committees, if possible.

Each of the above Recommendations were discussed at more or less length in the pages of this Report and data furnished for the information of the officers and members of the Convention.

As a result of this Report, and after discussion thereon, the Convention unanimously voted as follows:

WHEREAS, The Committee on Apprentices has made a Report setting forth therein its findings as a result of its investigation of Apprentice conditions in the printing offices of this country; and —

WHEREAS, Said Committee has outlined a complete plan for improving and remedying the present deplorable condition as enumerated statistically in their Report — this plan consisting of twenty Recommendations, set forth on pages 14 and 15 of said Report, with explanation thereof as shown on pages 16 to 30, inclusive, therefore be it —

*Resolved*, That the United Typothetae of America in Convention assembled hereby endorses said Recommendations, directs the appointment by the President of the proposed Permanent Committee on Apprentices; the appropriation from the treasury of the United Typothetae of America of the sum of Five Thousand Dollars for the exclusive use of said Committee, said sum to be additional to that required for the proper maintenance of the U. T. A. Technical School at Indianapolis; and the adoption of all other Recommendations as set forth in said Report.

*Resolved*, That the members of this Typothetae and all local Typothetae hereby pledge their support to said Committee on Apprentices and will co-operate in the endeavor to establish a permanent and sound Apprenticeship System for the printing business.

Pursuant to the vote of the Convention, the President on December 16, 1913, appointed the following gentlemen to this new, permanent Committee on Apprentices:

MR. HENRY P. PORTER, Boston, Chairman.

MR. E. LAWRENCE FELL, Philadelphia.

MR. A. M. GLOSSBRENNER, Indianapolis.

MR. J. CLYDE OSWALD, New York.

MR. TOBY RUBOVITS, Chicago.

Mr. Glossbrenner and Mr. Rubovits had previously served as Chairmen of the Advisory Board of the U. T. A. Technical School at Indianapolis and thus brought to the new Committee invaluable and an intimate knowledge of past and existing conditions at the School.

Immediately after appointment the Chairman made arrangements for a meeting of the Committee upon the earliest possible date and this meeting was held at Hotel Severin, Indianapolis, Ind., January 9 and 10, 1914. There were four sessions extending over two days and one evening. At these meetings the plan and scope of the Committee's work was carefully studied, the Recommendations of the old Committee discussed, the conditions and prospects of the School carefully considered, a National Apprentice Director appointed, plans made for carrying on the work of the Committee and attention given to other details. A full and complete Report was sent to the President and Executive Council for consideration at its January meeting.

In order that the many activities of this Committee may be the more intelligently considered by this Convention your Committee will take up each subject under a separate heading and give its information and conclusions thereon.

#### APPOINTMENT OF A NATIONAL APPRENTICE DIRECTOR

Recommendation Number 3 of the previous Committee's Report, adopted at New Orleans, called for "The Appointment of a National Apprentice Director," and gave reasons therefor, as follows:

The success of this movement will largely depend upon the executive work and central direction from headquarters. To accomplish this it will be necessary, in the judgment of your Committee, that a man peculiarly and especially fitted for this work be found, who shall be employed by the Committee on Apprentices at a salary not exceeding \$3,000 per annum, paid out of the annual appropriation, and whose official title shall be U. T. A. Apprentice Director.

This Apprentice Director to be under the immediate control of the Committee on Apprentices. His duties will consist in part:

- (a) Secretarial work for the Committee.
- (b) Visit local Typothetae and aid in establishing Individual and Co-operative Shop-Schools, Composing-Room "Apprentice Departments" and local Apprenticeship Lectures.
- (c) Advise local Apprenticeship Committees upon all pertinent matters, and assist, where practicable, in establishment of part-time schools with Public School Instruction.
- (d) Assist in preparing U. T. A. Standard Courses, Text-books, etc.
- (e) Receive reports from and advise local Apprentice Deputies or Directors.
- (f) Carry on general correspondence and such other duties as Committee on Apprentices may prescribe.

Your Committee recognized the necessity of securing a trained educator, if possible, for this important position because the problems to be confronted and solved were largely educational problems requiring an intimate knowledge of the training of young men, and in addition a knowledge of public school conditions which bears a very close relation to our trade training endeavor.

The Committee was very fortunate in being enabled to secure Dr. Frederick W. Hamilton, of Cambridge, Mass., a well-known educator for many years, for several years President of Tufts College, Mass., and at that time, as at present, a member of the Massachusetts State Board of Education.

Dr. Hamilton was appointed and assumed his duties at the meeting of the Committee, in January, at Indianapolis. Due notice of his

appointment was given to the members through the columns of the Bulletin and the trade press.

It was necessary that office accommodations of some kind be arranged for the National Apprentice Director, and it was the consensus of opinion of the Committee that such accommodations should be, temporarily at least, near to the Chairman, owing to the close co-operation necessary; accordingly an office was secured in Boston, at the North End Union, wherein is located the Boston Typothetae School of Printing. This enabled the Director to also keep in close touch with the day-to-day training problems as met in this well-known school, the practical information thus gathered being of great value in the advise extended to other cities.

A stenographer was employed who, for the first few months, gave only a portion of her time to the work but an ever increasing volume of correspondence and clerical work required her exclusive services from about the early part of June.

Some of the things thus far accomplished by the National Apprentice Director will be indicated later.

#### THE U. T. A. TECHNICAL SCHOOL AT INDIANAPOLIS

At the New Orleans Convention the following Resolve bearing directly upon conditions at the School was passed:

WHEREAS, while the year just passed has not brought all hoped for, the School of Printing at Indianapolis has nevertheless continued to perform its functions as far as possible, considering the restricted moral and financial support.

*Be it Resolved*, That we appeal to the members of the Typothetae to enlist more students and for increased moral and financial support, in consideration of the necessity of continuing the work at the School of Printing at Indianapolis.

*Be it Resolved*, That we recommend that the Executive Committee of the United Typothetae of America appropriate \$4,000 in support of the School of Printing the current year, disbursements of such fund to be under the direction of the Committee on Apprentices.

Referring to the first two paragraphs of this Resolve your Committee, undertook a campaign of publicity in behalf of the School in four general directions:

(a) By active correspondence with many of the local Typothetae Presidents and Secretaries, also with several of the larger offices throughout the country, in the endeavor to awaken a keener interest in the School and secure students thereby.

(b) By a series of articles in the trade press prepared by the National Apprentice Director, and done in accordance with the hearty co-operation of the trade press (to which the Committee acknowledges its obligation and thanks), also, of course, the supplying of material for the pages of the Bulletin.

(c) The preparation of new literature for general distribution giving information of interest about the School.

(d) The publishing of a little monthly paper, entitled "The Apprentice Printer." (See Exhibit.) This paper had a three-fold purpose in view:

1st, to show to the membership by actual example in typography and pressmanship, the kind of work of which the School was capable. To this end it was modeled, more or less, upon the "Apprenticeship Bulletin," published for many years by the Boston Typothetae School, and was all hand set from new type (instead of machine set as was the U. T. A. Bulletin) in order that it might give the best kind of hand-craftsmanship practice to the students.

2nd. It was published to advertise the School and aid in obtaining "more support from the public," as the Treasurer wrote the Chairman, and to "appeal to the membership of the Typothetae to enlist more students and for increased moral and financial support," as stated in Resolve quoted above.

3rd. In order that the membership might be kept informed regarding the various activities of this Committee.

Three issues of "The Apprentice Printer" were sent out (April, May and June), the material therefor prepared by the Apprentice Director, and the various issues, although not of the standard which the Committee ultimately hoped to obtain, were nevertheless very creditable indeed. Much favorable comment was received from the members and a wholesome stimulus was given to the boys at the School in the designing and composing of the covers, etc.

The third paragraph of above quoted Resolve, namely:

*"Be it Resolved,* That we recommend that the Executive Committee of the United Typothetae of America appropriate \$4,000 in support of the School of Printing for the current year" was taken up by the Executive Council who, after due deliberation, voted as follows:

WHEREAS, the recommendation of the New Orleans Convention gave discretionary power to the Executive Committee as to the apportionment of certain funds:

*Resolved,* That it is the sense of the Executive Council that but \$3,000 be apportioned to the School of Printing for the year 1914.

Consequently certain additional plans of the Committee for the School had to be abandoned.

#### THE CARNEGIE INSTITUTE OF TECHNOLOGY

It having come to the attention of the Committee that the Carnegie Institute of Technology, at Pittsburgh, Pa., was installing a technical printing school as another department of its magnificent School of Applied Industries, our National Apprentice Director was requested to visit the Institute, look things over in general and obtain all possible data and information thereon. He did so, and made report.

Some weeks later, the Apprentice Director was instructed to again visit the Carnegie Institute and take the matter up with the proper officials in a tentative way. This he did and as a result of his visit he was able to report that after conference with Director Hamerschlag of the Institute, Dean Connelley of the School of Applied Industries and Mr. Gage, of the Printing Department, the Institute, through Dr.

Hamerschlag, would be quite willing to enter into some practical agreement with this Committee, representing the United Typothetae and Franklin Clubs of America, that would result in providing for our members and printers at large, a technical school of the highest order for the printing craft, one that would be unhampered for funds and that would give us everything we desired, not only in all those vitally important practical things pertaining to our industry, but in addition everything of a technical and administrative nature.

Having arrived at this common ground for discussion the Committee arranged for a meeting at Pittsburgh in order to enter into direct negotiations with the officials of the Institute. Before calling the meeting, however, the Chairman (May 28) referred the proposed action to the acting President (the President being abroad at this time) and Chairman of the Executive Committee who advised, in substance, that he felt this proposed action would meet with the approval of the Executive Council, as it did of himself; furthermore that the Committee in any event had full power in the premises. As a result of this advice telegraphic and telephonic communication was had with the members of the Committee and a call for the meeting sent out, same to be held on June 4.

The meeting was held at this date (June 4) at Fort Pitt Hotel, Pittsburgh. After a forenoon meeting at the hotel where all phases of the matter at hand were discussed, the Committee adjourned to the Carnegie Institute where it made careful inspection of the school "plant" and co-related departments, the Institute officials extending every courtesy and responding to all inquiries made, which were many.

After this tour of inspection and inquiry the Committee met with Dr. Hamerschlag, Dean Connelley and Mr. Gage in the office of Dr. Hamerschlag and went into conference. After canvassing the entire situation a verbal agreement was entered into — same to be confirmed by exchange of letters at an early date. These letters which followed a few days later were as follows:

#### LETTER OF THE CHAIRMAN TO DIRECTOR OF INSTITUTE

Dr. Arthur A. Hamerschlag, Director,  
Carnegie Institute of Technology,  
Pittsburgh, Pa.

June 5, 1914.

Dear Dr. Hamerschlag:

Pursuant to the conference held between yourself, Dean Connelley, Professor Gage and this Committee, consisting of Messrs. Glossbrenner, Rubovits, Donnelley, Hamilton and Porter, relative to our organization, the United Typothetae and Franklin Clubs of America, effecting a co-operative union with the Carnegie Institute of Technology for technical education in the Graphic Arts, this Committee has this day passed the following resolutions:

Voted:— That in view of the favorable proposition for co-operation made by the Director of the Carnegie Institute of Technology and the excellent quality of the equipment and proposed curriculum of the Institute's new school of printing, the Committee on Apprentices makes said school one of the official Technical Schools of Printing of the United Typothetae and Franklin Clubs of America, and that the said Committee on Apprentices will act as an Advisory Committee for the said school.

Voted:— That the Committee on Apprentices recommends to the Executive Council of the United Typothetae and Franklin Clubs of America confirmation of the foregoing action.



The above resolutions have been adopted, based upon your proposals:

- (1) That the new School of Printing shall be primarily devoted to technical instruction in the Graphic Arts.
- (2) That this instruction shall have for its purpose the broad training of men for executive and administrative positions in our industry and to create a high professional spirit.
- (3) That your Institution in furtherance of above will furnish the necessary buildings, equipment, instructors and supplies for the conduct of our school.
- (4) It is understood that your Institution will recognize this Committee as an advisory or joint educational committee with the faculty of the department in all matters pertaining to the conduct of the department of printing.

Upon the part of this Committee, we

Will assist in the preparation of curriculum,

The selection of proper students,

Will endeavor to keep the faculty advised as to the needs of the industry,

Will arrange to meet the faculty from time to time for the consideration of matters mentioned above,

For the examination of the progress of the students,

Also will assist in arranging courses of lectures upon topics of direct interest by competent people.

Awaiting receipt of your letter confirming understanding as outlined above, and thanking you for the courtesies extended to us by yourself and associates,

Very truly yours,

Committee on Apprentices,

(Signed) HENRY P. PORTER, Chairman.

### LETTER OF THE DIRECTOR TO THE CHAIRMAN

Mr. Henry P. Porter, Chairman,  
United Typothetae and Franklin Clubs of America,  
148 High Street, Boston, Massachusetts.

June 12, 1914.

My Dear Sir:

I have received your letter of June 5th, 1914, transmitting to me the copy of the resolution of your committee concerning the co-operative plan by which the United Typothetae and Franklin Clubs of America is to forward and assist the Carnegie Institute of Technology and its faculty in the development of a department for instruction in the graphic arts applicable to the training of those who are to take important professional positions in the typographical industry.

It is hoped that this joint arrangement may continue through many years and develop a system of education which shall be a contribution to the cause of education in the graphic arts which other institutions in this country may find tested and proved so that similar departments may be included in institutions of technology in their own district.

The effort of this institution will be concentrated so that students who are taking this course of instruction may secure that general education, the technical equipment and the practical knowledge of processes in the typographical arts which will entitle them to recognition as of professional rank by the employing printers of this country.

Yours very truly,

(Signed) ARTHUR ARTON HAMERSCHLAG, Director.

### LETTER OF CHAIRMAN ACKNOWLEDGING ABOVE

Dr. Arthur Arton Hamerschlag, Director,  
Carnegie Institute of Technology,  
Pittsburgh, Pa.

June 15, 1914.

Dear Dr. Hamerschlag:

I take pleasure in acknowledging receipt of your letter of the 12th instant acknowledging receipt of my letter to you of the 5th instant, and assure you that this Committee will do everything within its power to make our mutual enterprise a successful one.

We shall take early steps to inform our entire membership of the agreement entered into between yourself and ourselves, and in due time I will communicate with you regarding the taking up of details with Dean Connelley and Professor Gage.

Very truly yours,

(Signed) HENRY P. PORTER, Chairman,  
Committee on Apprentices.

The following abstracts from the afternoon meeting of the Committee will no doubt be of interest:

The Committee then returned to the Fort Pitt Hotel and after full and careful discussion, the following votes were passed:

**Voted:—** That in view of the favorable proposition for co-operation made by the Director of the Carnegie Institute of Technology and the excellent quality of the equipment and proposed curriculum of the Institute's new school of printing, the Committee on Apprentices will make said school one of the official Technical Schools of Printing of the United Typothetae and Franklin Clubs of America, and that the said Committee will act as an advisory committee for the said printing school of the Carnegie Institute of Technology.

**Voted:—** That the Committee on Apprentices recommends to the Executive Council of the United Typothetae and Franklin Clubs of America confirmation of the foregoing action.

It was voted that the preparation of announcements of the action taken and a prospectus of the new school and the circulation of the same be referred to the Chairman of the Committee with power.

It was the sense of the Committee that a course of lectures, given by competent people identified with the Graphic Trades, should be made a part of the instruction at the Institute.

It was the sense of the Committee that local Typothetae should be urged to establish scholarships.

This action was reported to the Executive Council in a letter of which the following are abstracts.

Mr. A. W. Finlay, Chairman, and Members of the Executive Council,

U. T. and F. C. of America, Chicago, Ill.

Gentlemen:

The Committee on Apprentices, \* \* \* \* \* through the National Apprentice Director has been quietly studying the opportunities presented for Technical Education in printing at the Carnegie Institute of Technology at Pittsburgh.

The Chairman, after having satisfied himself from reports made by Mr. Hamilton, and other sources, that it seemed advantageous to carry the matter farther and ascertain if our Organization, through its Committee, could make some satisfactory arrangement, requested Mr. Hamilton to open negotiations with the proper authorities at the Carnegie Institute, and see how far they would go in meeting our wishes. He brought back a very favorable report, and arrangements were immediately made to bring the Committee together at Pittsburgh on June 4th to consider the matter jointly in addition to the consideration given previously by personal visitation of the Chairman to each of the members.

This meeting was held, and I take pleasure in attaching hereto a copy of the minutes of said meeting.

I also attach hereto a copy of the letter drafted by the Committee and submitted to Dr. Hamerschlag, Director of the Carnegie Institute of Technology, for his approval before its formal presentation to him. He approved of same and it was then written and mailed to him from Boston, to which he made reply as per enclosed copy.

We believe that in making this arrangement we have performed a service for our Organization which will be of great value to our members. There is no financial obligation whatever upon us, the institution has facilities for this work beyond anything we could hope to ever have for ourselves, and the instruction to be given to Printers will be on a par to that given by the Massachusetts Institute of Technology to Civil Engineers, etc.

The Organization, through this Committee, will be enabled to practically control the instruction and activities of this department of Printing. It has a most excellent equipment, and in addition the students will be instructed in those sciences such as Physics, Chemistry, Electricity, Drawing, Mechanics, etc., that are naturally scientific sides to our own industry.

This Committee requests the formal approval of our action by your Committee.

#### PREPARATION OF TEXTBOOK PLAN

Recommendation Number 12 of Report adopted at New Orleans called for "Publication of Official U. T. A. Text-Books for use in Instruction," instructing the Committee, then to be appointed, in part as follows:

"Text-Books, compiled especially for printer-apprentice use, would be a most important part of the first year's duties of the U. T. A. Committee on Apprentices."

To this task your Committee directed a large part of its endeavors, the first step being the compilation of a Plan upon which future work was to be based. This was no small task as almost every person, com-

petent to advise, whom the Committee interviewed, had his own ideas as to the subjects that ought to be published, and the scope of the contents of each book. Your Committee finally evolved the Plan in general form per Exhibit herewith, and after various revisions thereof takes pleasure in submitting this Exhibit for the consideration of this body, which has been entitled, "Topic Outline for Series of Pamphlets of Technical Information Pertaining to Typographic Printing."

The members will note nine general divisions or parts and underneath each will be found the titles and indications of general contents of each book. A total of some sixty-two textbooks have been provided for, covering, in orderly fashion, every practical phase of Printing and the Allied Industries.

Attention is called to the sample title page printed thereon, also to the "Note" giving the general specification data which has been decided upon.

After this Topic Outline had been practically determined upon copies were struck off and same were submitted to a number of the leading "authorities" in our industry, as well as to several professional experts, and request was made for suggestion and criticism that would improve it. The Committee was most gratified to receive a number of valuable suggestions together with high praise from all for the comprehensiveness and excellence of the plan. In order to preserve to the U. T. and F. C. A. this plan (which was the result of much labor upon the part of the Committee) and prevent its unauthorized use it was copyrighted in the name of the Committee, as noted thereon.

The Committee believes further changes and corrections will be necessary before the said "Topic Outline" will have reached that perfection which is so much desired, and invites from each member of this organization written suggestions and helpful criticisms.

#### COMPILATION OF TEXTBOOKS

Having determined upon the topics to be treated, method of treatment, and general contents of each book, the next step was to secure the co-operation of men, having authoritative knowledge of particular subjects, combined with the literary ability to write in simple and easily understood language. The securing of this body of authors was no small task and involved almost endless correspondence and personal visits upon the part of the Committee and National Apprentice Director.

The Committee is glad to report that, while it has not yet secured authors for all the books indicated, it has nevertheless arranged for the compilation of most of them. The Committee was many times confronted with a spirit of modesty upon the part of gentlemen whom the Committee believed eminently fitted for authorship as well

as the plea of "lack of time" due to the desire of the Committee to push this part of its work as rapidly as it could reasonably and consistently. However, owing to a fine and edifying spirit of genuine interest and co-operation upon the part of many of those interviewed the Committee has been enabled to bring to this work some of the best talent which we have in the country. This organization will owe a debt of gratitude to these men when their work is completed, and as a sense of deep obligation and thankfulness to them your Committee will, in due time, propose an expression of appreciation to each one by name. The manuscripts are already beginning to come in; each must receive careful reading and criticism, and as can be readily seen a large amount of work is beginning to confront the Committee. It is believed by the Committee that the work thus outlined fulfills the spirit of the recommendation presented by Mr. Isaac H. Blanchard, of New York, regarding the publication of textbooks, which was reported by the Committee on Resolutions at the New Orleans Convention and referred to this Committee.

#### A SAMPLE TEXTBOOK

In order that this Convention should have a definite idea regarding the Committee's plans affecting these Textbooks, a sample copy is submitted herewith. As will be noted, the subject treated, No. 1 of Part 1, "Type," is handled in primer form, the idea being to convey the fundamental information in simple language, as these Textbooks will be used by hundreds of young men in isolated shops all over the country, having no ready opportunity for reference to a competent instructor.

Carrying out this idea further, the Committee caused to be prepared, by the Apprentice Director, a Questioneré, or list of Review Questions, which will be found upon pages 29 to 31 inclusive, together with a Foreword setting forth the reasons therefor. A "Glossary of Terms" has also been included, same being compiled by the author, Mr. A. A. Stewart, instructor in the Boston Typothetae School of Printing, to whom the Committee is deeply indebted, not only for his authorship of this particular volume, but likewise his promised authorship of others and for his continuous interest and helpfulness at many stages of the work, and which was most valuable. The little volume also contains a brief list of books that are ideal for supplementary reading (page 28) and in addition, in the back of the book, will be found the entire list of books to be published (as contained in the Topic Outline herewith) together with a brief description, and so far as possible at date of preparation of this report, the names of the various authors and collaborators of the series. The prices indicated are purely fictitious, as of course no definite prices can be determined upon until the work is well up towards completion. It is the present inten-

tion to bind the books in board covers, paper lined, in order to give substantialness and good wearing quality to the volumes. Of course each volume will be fully protected by copyright to the U. T. and F. C. A. to prevent unauthorized use and to maintain a high standard at all times.

#### METHOD OF PUBLISHING

The mechanical work of printing and method of publication is a matter to which the Committee must soon give adequate attention. Already a large textbook concern has been interviewed and a tentative proposal submitted by them. The Committee believes that some perhaps unusual arrangement will have to be made, because frequent revision will undoubtedly be necessary, due to the growth and development of the business, its machinery, material and processes. Whatever arrangements are finally made must of course resolve around the absolute ownership by the U. T. and F. C. A. of copyrights and plates, in addition to general control of distribution and sale.

#### INTEREST AWAKENED

Ever since the formation of this Committee was announced a continuous flow of letters has been received from schools, individuals, organizations, etc., asking for advice, data, literature, textbooks, curriculum, etc., evidencing a great dearth of proper teaching material for the printing business. It is really amazing how many so-called "schools of printing" are scattered throughout the country, either conducted as a part of the public school system, or individual effort. Most of these places merely caricature the printing industry and do incalculable harm. The publication of the U. T. and F. C. A. textbooks, per Topic Outline above, will do much to correct the evils now existing, and when combined with a scientific curriculum (Recommendation No. 11, New Orleans Report), upon which the Committee is already at work, will put the teaching of printing upon a proper and much higher plane.

The many inquiries received lead the Committee to express the belief that the publishing of these textbooks will eventually develop into one of considerable importance.

#### ESTABLISHMENT OF LOCAL SCHOOLS

Your Committee has not pushed this phase of its work during the past year because it realized the absolute necessity of first providing the material with which to teach (textbooks, curriculum, etc.), believing that every school established through its efforts, or through local effort, should be carried on in accordance with an official procedure. Many firms and local organizations have written in, reporting their evident intention to organize schools as soon as the Committee

could furnish them with the necessary material. In all such cases the Committee could not do otherwise than give general advice, and counsel a little delay thereon until the Committee was ready. In addition to teaching material the Committee has received calls for the names of competent instructors. These are at present very hard to find, but through the arrangements made at the Carnegie Institute of Technology it is hoped that this deficiency will, in a few years, be met most satisfactorily.

The Committee is most glad to report that the Chicago Typothetae has lately established a local school which gives every promise of success. Your Committee has been in close touch with the Chicago committee from the beginning. This Chicago school has the honor of being the first local school established since the appointment of this Committee. A report in detail will no doubt be rendered by a representative of the Chicago Typothetae School Committee to this Convention.

To the Philadelphia Typothetae belongs the honor of establishing the first combined part-time public school and shop enterprise. Through arrangements made with the Philadelphia Public School officials the Philadelphia Typothetae has inaugurated an unquestionably advanced type of part time printing school wherein the apprentices work part of the time in the shop and part of the time receive progressive instruction in a specially organized public printing school.

The Committee anticipates that a report of this enterprise (following another avenue of apprentice instruction per the New Orleans report) will be given to the Convention by a Philadelphia representative.

St. Louis also has established a part-time system in some respects similar to that in Philadelphia.

Several other schools are under contemplation for early opening, but the Committee is counseling "haste slowly" in order that mistakes may be avoided and genuine progress secured.

#### SCHOOL EQUIPMENT

Your Committee has also given time to the subject of proper equipment (other than textbooks, etc.) for various classes of printing schools — including type, cases, material of all sorts, presses, etc., together with various costs of installation; also the equipment of the elementary teaching department of these schools, and furthermore the drawing of floor and equipment plans. In this work Mr. Stewart of Boston and Mr. E. E. Sheldon, director of The Lakeside Press School, Chicago, have collaborated. In this particular the Committee makes acknowledgment to these gentlemen for their whole-hearted interest and help. In due time this equipment data will be at the disposal of all interested and should prove of value.

## WORK OF THE NATIONAL APPRENTICE DIRECTOR

From the foregoing it can be readily seen that the National Apprentice Director, who assumed his duties on January 9, has been kept fairly busy by the Committee during the past nine months.

Although a professional educator, familiar and in sympathy with our type of trade education, it was first necessary that he study at first hand the particular problems confronting the Committee. A few weeks' study in shops, printing trade schools, printers' meetings, etc., gave him the point of view desired by the Committee. His duties have been manifold, consisting of handling most of the correspondence of the Committee, much of the correspondence between the members of the Committee, ten different trips to many cities and towns (some of them several times) in behalf of the Committee, among which may be mentioned Indianapolis, Chicago, Pittsburgh, Cleveland, Philadelphia, New York, Bridgeport, New Haven, Worcester, Cincinnati, etc. He addressed meetings of printers upon the subject of apprentice training, upon request, in several cities; he devoted a large part of his time to pushing the preparation of the textbooks as outlined above, interviewing authors, conducting the large correspondence incident thereto, offering advice and suggestions in preparing courses of apprenticeship lectures; is at work compiling eight of the proposed textbooks, including several of the "Literary Elements," (Part 6, per Exhibit), and in addition has attended to many supplementary duties, such as articles for the "Bulletin," the trade press, the various issues of "The Apprentice Printer" and a constant counsellor to the Chairman with whom he has been in active touch at all times.

A large mass of exceedingly valuable data has also been compiled, indexed and filed in the Apprentice Director's office for reference.

## THE COMING YEAR

The past nine months' work, briefly outlined in the foregoing, is a good index of the start that has now been made. Your Committee believes this record has amply justified its existence. The following year should see the perfection of plans *in practice* at the Carnegie Institute of Technology giving to the members of our great organization a college that will take high place and cause its graduates to rank as professional men in the industry; it should witness the practical completion of many of the textbooks contained in the Topic Outline; also material progress in several of the twenty recommendations of the New Orleans report, which report is the warrant for this Committee. The Committee is endeavoring to prove each step of its progress, believing that development in this important work of our organization should be sure and certain rather than speedy and

amateurish. It will continue to do its best, in the service of the U. T. and F. C. A., but its work will be limited and restricted unless it has the whole-hearted and united support of the membership.

### RECOMMENDATIONS

Before closing this report the Committee desires to present the following recommendations to the Convention for such action as it may deem best:

1. *Ratification of its agreement with the Carnegie Institute of Technology.*
2. *Re-affirmation of the vote at New Orleans, October, 1913.*
3. *The appropriation of an additional one thousand dollars to be applied to the preparation of textbooks as outlined herein.*
4. *The establishment of scholarships at the Carnegie Institute of Technology by local Typothetae.*

In reference to above recommendations the Committee would comment as follows:

#### 1. RATIFICATION OF ITS AGREEMENT WITH THE CARNEGIE INSTITUTE OF TECHNOLOGY

The Committee believes the step taken, as before stated, to have been a most wise one. It was done at the psychological time when the Institute was just starting this department and the agreement entered into will enable the Committee to work closely with the Institute and thereby provide for our industry a veritable boon. Ratification of the agreement entered into between the Institute and this organization, through its Committee, will give to this Committee a standing before the Institute that it would not otherwise possess.

#### 2. RE-AFFIRMATION OF THE VOTE AT NEW ORLEANS, OCTOBER, 1913

Although the vote at New Orleans, last year, created a *permanent* Committee on Apprentices, also an *annual* "Appropriation of the Sum of Five Thousand Dollars for the Use of Said Committee," your Committee nevertheless asks for its re-affirmation at this Convention, first, as a vote of confidence in the Committee's work, and second, as assurance to the Committee that this great and influential organization remains solidly behind its Committee as an incentive to greater endeavors.

#### 3. THE APPROPRIATION OF AN ADDITIONAL ONE THOUSAND DOLLARS FOR PREPARATION OF TEXTBOOKS

The groundwork of the Committee in this department of its activities is well along toward completion; definite progress in actual



printing and publishing is now before us. In addition your Committee hopes that an "editorial conference" of all or most of the compilers can be arranged at the proper time for intimate discussion, criticism, suggestion and exchange of ideas before the manuscripts are printed and given to the public. This will entail expense, and inasmuch as the funds at the disposal of the Committee are extremely limited (after payment of Apprentice Director's and stenographer's salaries) your Committee trusts that this additional and quite necessary sum will be voted to its use for the purpose stated. The funds of the Committee have been carefully husbanded thus far, and only such expenditures made as necessity compelled. A statement as to balance of fund on hand to carry over to the coming year's use is appended herewith.

#### 4. THE ESTABLISHMENT OF SCHOLARSHIPS AT THE CARNEGIE INSTITUTE OF TECHNOLOGY BY LOCAL TYPOTHETAE

The granting of these scholarships will do much towards giving an official U. T. and F. C. A. recognition to the Department of Printing of Carnegie Institute. It will undoubtedly also open the door of opportunity for a few deserving young men and, if careful selection is made and close supervision exercised by the Committee over the boys selected, is bound to reflect great credit upon this organization. Several local Typothetae are already considering the giving of local scholarships, which, if done, will thereby gradually develop a number of technically trained men who will do much to eventually lead our industry up to higher things.

Some sort of orderly competition can be inaugurated in awarding these scholarships. The National Apprentice Director will give suggestions on this feature upon inquiry. This will enable the Committee to take one step nearer to the ideal for which it is working, on behalf of this organization, and which may be briefly summarized as follows:

The Committee on Apprentices aims—

- (1) To make every print-shop an educational center.
- (2) To establish everywhere where there are room and material—
  - (a) Shop schools.
  - (b) Trade schools maintained by co-operating shops.
  - (c) Continuation schools.
- (3) To have this system for the training of craftsmen completed and crowned by a technical school (ultimately more than one) which shall give printing the highly trained, efficient leadership now enjoyed by the engineering professions, the machine, textile and building trades, and other industries.

## ACKNOWLEDGMENT

Your Committee would be *lax* indeed if it did not incorporate here-in proper acknowledgment to certain gentlemen who have rendered to the Committee invaluable aid and help.

First of all your Committee desires to publicly record its appreciation of the advice, counsel and help given by Mr. Thomas E. Donnelley of Chicago. Mr. Donnelley, although not an official member of the Committee, has nevertheless, upon its invitation, acted with the Committee upon practically all matters. He has attended the Committee's meetings at his own expense and has freely given of his time to further this work in which, as it is well known, he is so much interested.

The Committee also repeats its sense of indebtedness to Mr. Sheldon of Chicago and Mr. Stewart of Boston, and in addition to all the following who are co-operating, or have promised to co-operate, in the compilation of the previously mentioned textbooks: Mr. M. W. Alexander, Mr. Daniel Baker, Mr. Herbert L. Baker, Mr. H. L. Bullen, Mr. F. V. Cann, Mr. W. S. Carroll, Mr. Irvén H. Dexter, Mr. A. W. Finlay, Mr. Lewis C. Gandy, Mr. Edmund G. Gress, Mr. H. B. Hatch, Mr. L. A. Hornstein, Mr. A. F. Mackay, Mr. Philip Ruxton, Mr. R. F. Saladé, Mr. Robert Seaver, Mr. C. B. Slaughter, Mr. Frank H. Stevens, Mr. Harry Stuff, Mr. W. B. Wheelwright, Mr. Gustave Zeese.

Acknowledgment should also be made to Mr. F. B. Folsom, Mr. Samuel F. Hubbard, Mr. E. E. Nelson, Mr. Willard F. Scott, Prof. F. G. Wren of Tufts College, Mass., for special assistance rendered to the Chairman; to Levey Bros. & Co., Indianapolis, for the gift of finely lithographed diplomas for the 1914 class at the Indianapolis School; to The Champion Coated Paper Co., Hamilton, Ohio, for entertainment and instruction of boys from the School who visited the mill on invitation of the Company; to Rosenberg Paper Co., Chicago, for the gift of a large roll of processed tympan paper to the School; to Keith Paper Co., Turners Falls, Mass., for contribution of cover stock for "The Apprentice Printer"; to Mr. W. Howard Hazell, London, England, for supplying valuable Reports of London County Council Education Committee; to Hon. John G. Foster, United States Consul General, Ottawa, Canada, for procuring for the Committee the important Report of the Royal Commission on Industrial Training and Technical Education, 1913, four large volumes; to Mr. John R. Demarest of New Haven, a graduate of the Indianapolis School who has ever evinced a deep interest therein and volunteered his aid in procuring material; also to scores of others located in all parts of the United States and Canada who have supplied the Committee valuable information of various kinds and who have aided in many ways with helpful letters and suggestions.

In closing, your Committee desires to acknowledge its sense of obligation to the President and members of this organization for the repose of confidence in it as evidenced in its selection for this important work.

Respectfully submitted,

Committee on Apprentices:

HENRY P. PORTER, Boston, Chairman.

E. LAWRENCE FELL, Philadelphia.

A. M. GLOSSBRENNER, Indianapolis.

J. CLYDE OSWALD, New York.

TOBY RUBOVITS, Chicago.

October 8, 1914.

P. S. The expenditures of this Committee, including Apprentice Director's salary, office assistant's salary, rent, office expenditures, printing, postage, traveling, and all other items to October 1st amounted to the total sum of \$4,115.23. Vouchers for all payments were approved by the Chairman, upon instruction of the Committee, and filed with the Treasurer, who made payments thereon out of the \$5,000 special fund voted to the use of this Committee. Additional expenditure for salaries, printing of this Report and Exhibits amounting to approximately \$600 have been incurred but for which no payments have been made.

Committee on Apprentices.

THE PRESIDENT: Gentlemen, you have heard the very complete report of the Committee on Apprentices. What will you do with it?

MR. KINSLEY (Philadelphia): Mr. Chairman, I move that the report of the Committee on Apprentices be accepted, and the recommendations therein contained be adopted.

MR. GREEN (New York): I move that we recommend the appropriation of this \$5,000, and extra money if we have got it, instead of voting it.

MR. KINSLEY (Philadelphia): I accept the amendment.

THE PRESIDENT: Is there any discussion? Are you ready for the question?

(The motion as amended was adopted.)

MR. MORGAN (Chicago): May I speak just a minute on the Chicago school which Mr. Porter has mentioned in his report? I just want to say that we have established a school and we have had some three months' experience, and the committee believes that we are going to be successful, that we have met with a considerable measure of success. The story is too long to tell, but I want to call your attention to the little booklet that has been printed and distributed on all of the chairs, and ask that you take it home and read it. Mention is made of our equipment. The plan of operation, the contract with the students, is given. I think careful consideration will tell you how we are working, and when I say that up to date we have been successful it may have some bearing on the various cities that are contemplating organizing schools.

**THE PRESIDENT:** Before I take up the report of the Cost Commission, Mr. Oswald has a motion to make.

#### **TERMS OF SALE OF MACHINERY**

**MR. OSWALD (New York):** Mr. Chairman and Gentlemen: The Chairman of the Resolutions Committee overlooked the fact that the Printing Trade Matters Committee asked for specific action on one of its recommendations, to this effect:

"The Committee would ask the Convention to approve and adopt the following terms as being in our judgment reasonable and satisfactory. The terms suggested are as follows."

I might say in parenthesis that this was the arrangement made by the committee at its conference at the Machinery Club in New York. The terms are:

"On any sale 25 per cent. net cash would be paid in addition to freight charges and erecting charges, old machinery taken in part payment not to be considered as part of the cash settlement, the balance due to be paid in not more than twenty-four equal monthly payments, evidenced by notes bearing interest at 6 per cent. All notes to be of an equal amount, and that the last note shall not be greater than any of the others."

Is that clear? "On any sale 25 per cent. net cash would be paid in addition to freight charges and erecting charges, old machinery taken in part payment not to be considered as part of the cash settlement, the balance due to be paid in not more than twenty-four equal monthly payments, evidenced by notes bearing interest at 6 per cent. All notes to be of an equal amount and that the last note shall not be greater than any of the others."

Mr. Chairman, I move the adoption of this as the sense of the Convention.

(The motion was seconded.)

**THE PRESIDENT:** Is there any discussion of the question? Those in favor of the resolution as offered by Mr. Oswald will make it known by saying "Aye."

(The motion was adopted.)

**THE PRESIDENT:** We will now have the report of the Cost Commission. Mr. Morgan.

#### **REPORT OF THE COST COMMISSION**

**J. A. MORGAN (CHICAGO)**

**MR. PRESIDENT AND GENTLEMEN:** It would seem to me that the papers read at this Convention would preclude any necessity whatever of the Cost Commission making a report.

The subject of Cost Finding and the Standard Cost Finding System has been ably discussed by many of the speakers and from many viewpoints. The importance and necessity of an accurate knowledge of costs of production, the simplicity of the Standard Cost Finding System, the need of thorough accounting and many other angles of the subject have been presented to you and we trust you will have the time and inclination to read and study these valuable papers in the printed proceedings of the Convention after your return home.

As to the work of the Cost Commission during the past year, we will state that no meetings of the Commission have been held from the fact that the great amount of correspondence on the subject of Cost has been handled through the Secretary's office in the Service Department, which have kept the Chairman of the Commission well informed and through him the Commission has been kept in touch with the work.

We would call to your attention the following resolution which has had your approval and which was presented by the Commission:

"WHEREAS, it is believed that the further promulgation by general publicity, outside our national and local associations, in the matter of average costs of production is no longer to the best interests of our industry,

"Therefore be it Resolved, That we recommend the discontinuance of this practice in so far as relates to its circulation generally."

It has seemed to us that too much publicity in the matter of Cost of Production of printing has been given to the public at large, and that no other line of industry has given to the general public so much detailed information of matters that should be the private property of only those in our organization or in our industry.

The last Convention held at New Orleans, October, 1913, passed a resolution directing the Cost Commission to gather and tabulate cost data and report same officially. In accordance with these instructions, it was decided to gather as many yearly statements of cost from users of the Standard Cost Finding System as possible, and compile from these many statements one composite statement of cost, which would in effect be the same as though all the plants reporting were combined in one plant. The total composing-room pay-roll of all plants would be tabulated and entered on a Form 9-H statement as though one plant and all other items treated the same way throughout the statement. We believe such a statement would be of great value for comparative purposes, not only as to the hour cost of each department, but as to the several items that go to make up the hour cost, such as pay-roll, rent, depreciation, etc. A request to members and others to send to the Secretary's office their statements of Cost Form 9-H for the year 1913 was published in several issues of the U. T. & F. C. of A. BULLETIN and in addition personal letters were written

to nearly 1000 known users of the Standard System, with the result that 150 carefully made and quite complete reports were forwarded. These have been compiled to our complete composite statement of cost which we have here and from which we had hoped to make many valuable deductions. However, as you will see from a glance at the sheet, the task has been a large one and in our anxiety to include as many reports as possible, the compilation was delayed too long, with the result that the work being too hurriedly done is not as accurate or complete as we would like and we are therefore unable to make the complete report we had contemplated. We shall take up the work of revising this statement of cost immediately after the close of the Convention, and complete same at the earliest possible date.

We can give you some figures which will be of interest and which are accurate and taken from this statement.

The hour cost of hand composition is.....	\$1.36
The hour cost of cylinder presses, 25 x 38 and larger.....	1.99
The hour cost of linotype.....	1.85
The hour cost of platen presses.....	.72

We have analysed three of these departments, with results as follows:

	Hand Composition	Job Press	Cylinder
Pay roll.....	.73	.38	.82
Rent and heat.....	.04	.03	.08
Light.....	.006	.004	.01
Power.....	.0002	.02	.06
Insurance and taxes.....	.01	.009	.03
Interest on department investment.....	.03	.02	.08
Depreciation.....	.10	.03	.18
Department direct expense.....	.02	.02	.08
Miscellaneous.....	.06	.02	.12
General expense.....	.36	.19	.53
	<hr/>	<hr/>	<hr/>
	1.3562	.723	1.99

When the report is complete, we are sure many other analyses can be made that will be of great value to all interested. It will be our endeavor to submit a similar statement at future conventions, and we earnestly hope to have much greater co-operation from the members so that we can compile one thousand or more statements, instead of 150 and thus make the data that much more valuable.

It is the intention to forward to all who have furnished their statement of cost at this time and in the future, a copy of the composite statement for their use and information.

We cannot close this report without calling to your attention the

effort required to comply with your own instructions and the scant co-operation given to your committee by the membership.

The work of securing the 150 statements extended over a period of more than 5 months and required the writing of over 2700 letters, more than 100 of which were personally dictated and signed by the Chairman and the balance by the Service Department of the Secretary's office. If you want your Secretary to accomplish things for you and conduct his office efficiently, you must give greater heed to the correspondence and requests that come from his office; and we further feel that your Committee, one and all, deserves greater consideration than it receives.

These remarks are not made in a spirit of complaint or criticism, but in the interest of a greater and better organization.

In closing, we would remind you that the Service Department of the Secretary's office can be of assistance to you in the matter cost-finding information and many other subjects.

Respectfully submitted,

J. A. MORGAN, Chairman.

**THE PRESIDENT:** The next matter on the program is the invitations from cities for the next convention. Mr. Secretary, will you please name those cities?

**MR. TYLER (Secretary):** We have received invitations from I. H. Rice of Los Angeles, also the Los Angeles Convention League; from the Panama-Pacific Exposition, The Merchants' & Manufacturers' Association, The Franklin Printing Trades Association, and the Convention League, all of San Francisco; from the Toledo Commercial Club of Toledo, O.; from the Springfield Board of Trade, Springfield, Mass.; from the Chamber of Commerce, Chattanooga, Tenn., and from the Denver Convention Association, Denver, Colo.

**THE PRESIDENT:** In accordance with the Constitution and By-Laws of the association, these invitations will be referred to the Executive Committee.

(The reports of the Treasurer and Auditing Committee were presented. Following these reports the amendments to the Constitution and By-Laws were considered. A revised copy will be found on pages 317 to 323.)

**THE PRESIDENT:** This closes the executive session, gentlemen. A motion to adjourn the executive session and go into open session will be in order.

**MR. FELL (Philadelphia):** I make the motion, Mr. Chairman.

(The motion was adopted and the convention resumed its open session.)

## GREETINGS TO BRITISH PRINTERS

MR. OSWALD (New York): I believe that at one of our sessions we received a cablegram from Mr. Hazell of London, did we not?

THE PRESIDENT: We did.

MR. OSWALD (New York): I have not been present at all of the sessions, and I don't know whether a reply has been sent.

THE PRESIDENT: It has not.

MR. OSWALD (New York): It seems to me that a motion would be in order to request the incoming president to send a suitable reply to Mr. Hazell in the name of this organization. I move you to that effect.

(The motion was adopted.)

## ELECTION OF OFFICERS

THE PRESIDENT: The next item on the program is the election of officers. We will have a recess of two or three minutes. (Cries of "No," "Go right ahead.")

MR. MOULTON (Providence): Mr. President, I would like to inquire if the next order of business is the election of officers.

THE PRESIDENT: Yes, sir; I so stated.

MR. MOULTON (Providence): Then I move that we proceed with the election of officers.

THE PRESIDENT: We are just waiting for the Secretary, Mr. Moulton. Mr. Secretary, we are ready for the report of the Nominating Committee.

MR. MOULTON (Providence): Mr. Chairman, I rise to a point of order. What is the question?

THE PRESIDENT: That we proceed to the election of officers.

MR. MOULTON (Providence): I made a motion, Mr. President.

THE PRESIDENT: It is in order, I think, without a motion.

MR. MOULTON (Providence): I made a motion.

THE PRESIDENT: Those in favor of the motion of Mr. Moulton will make it known by saying "aye."

(The motion was adopted.)

MR. TYLER (Secretary) read the report of the Nominating Committee, as follows:

For President: Albert W. Finlay, Boston, Mass.

For First Vice-President: C. D. Traphagen, Lincoln, Neb.

For Vice-Presidents: Albert F. Edgell, Philadelphia, Pa.; George H. Gardner, Cleveland, O.; I. H. Rice, Los Angeles, Cal.

For Treasurer: Arthur E. Southworth, Chicago, Ill.

For Members of Executive Committee: Pliny L. Allen, Seattle, Wash.; Jo Anderson, Sacramento, Cal.; D. A. Brown, Kansas City, Mo.; C. P. Byrd, Atlanta, Ga.; Robert T. Deacon, St. Louis, Mo.;



E. Lawrence Fell, Philadelphia, Pa.; William Green, New York.; E. N. Hines, Detroit, Mich.; George K. Horn, Baltimore, Md.; David L. Johnston, Buffalo, N. Y.; H. W. J. Meyer, Milwaukee, Wis.; W. E. Milligan, San Antonio, Tex.; J. A. Morgan, Chicago, Ill.; Benjamin P. Moulton, Providence, R. I.; William Pfaff, New Orleans, La.; R. P. Purse, Chattanooga, Tenn.; J. B. Redfield, Omaha, Neb.; Eugene Saenger, Sioux Falls, S. D.; B. F. Scribner, Pueblo, Colo.; Fred L. Smith, Minneapolis, Minn.; Edward L. Stone, Roanoke, Va.; John Stovel, Winnipeg, Can.; Charles F. Warde, Pittsburgh, Pa.; John S. Watson, Jersey City, N. J.; H. C. Wedekemper, Louisville, Ky.

Respectfully submitted,

FREDERICK ALFRED, Chairman.

L. J. CALKINS, Secretary.

MR. OSWALD (New York): Mr Chairman, this is the last motion I am going to make. I know this is the largest convention we have ever held, and one of the most successful, and as a New Yorker I am particularly anxious that it should go off in every respect a little bit better than has ever been the case before. Now, it is the custom to move that the Secretary be instructed to cast a single ballot for the ticket. I am going to do a little more than that, because our present Secretary is a young man. I am going to ask that this ballot be cast by a former Secretary, who never got paid for anything that he did for this organization, at least in so much cash — Col. John E. Burke, of Norfolk, Va. (Applause.)

THE PRESIDENT: Is there a second to Mr. Oswald's motion?

(The motion was seconded by Mr. Brown of Kansas City and adopted.)

THE PRESIDENT: Mr. Burke, will you cast the ballot?

MR. BURKE (Norfolk): Mr. President and Gentlemen of the Convention: It affords me extreme gratification and pleasure to cast the ballot which I am now about to cast for the officers of our Association for the coming twelve months. I know most of these men personally. I have known some of them only a few short years; but you have made no mistake, and it gives me pleasure to read the following list and to cast the ballot. (Mr. Burke then read the list of nominees submitted by the Nominating Committee.)

THE PRESIDENT: Gentlemen, I declare that list of officers as read elected. I now take pleasure in introducing to the Convention your new President. (Great applause, everyone rising.)

Gentlemen, I want to add a word. Like Mr. Burke, I want to say that you have made no mistake. I have been working with Mr. Finlay now for two years. I am proud to say we have gotten along nicely, never have disagreed a moment, and I deem him one of the best successors that I could have. (Applause.)

ALBERT W. FINLAY (President):

I am mindful of the great honor that you have conferred upon me by electing me your President. I hope that my work heretofore has warranted the generous applause given me, and I hope my work as President of this organization will have your further approval. I have been connected with the Typothetae many years. I have always endeavored to promote the interest of the Typothetae. I have stood shoulder to shoulder with Mr. Courts during the past year. We may not have accomplished all that we desired to accomplish, but we did the best we could do under existing conditions. As your officers we must have the cordial support of our members and I take it that your applause means that you will give me, the coming year, as your President, all the support that I am entitled to, and our organization is entitled to the best support that each and every one of us can give it.

You have elected for First Vice-President a man who perhaps to some of you is not as well known as are many of the older members of the organization. But we who have been on the Executive Council and have worked with him appreciate the great assistance he has been to us, and we have always found that when we got into any difficulty and complication arose, we could depend upon this man whose level head and sound judgment guided us in the right direction. It gives me great pleasure to introduce to you Mr. Traphagen of Lincoln, Neb., your newly elected First Vice-President. (Applause.)

C. D. TRAPHAGEN (FIRST VICE-PRESIDENT)

MR. NEWLY ELECTED PRESIDENT, GENTLEMEN OF THE TYPOTHE-TAE: Like Mr. Finlay, I hope that I am not unmindful of the honor, for so I consider it, that you have conferred upon me. It is frequent at times like this to listen to very fulsome promises, which sometimes result in a very minus performance. I do not intend to make this Convention other than a single promise. I will deliver to you in this new capacity the best that is in me. If nothing of value is brought out it will be because that thing of value is not in me. I hope that that single promise will result in a plus performance. I thank you. (Applause.)

(President Finlay presiding.)

THE PRESIDENT: There is a duty to be performed by the new President.

Twenty-five years ago the first convention that President Courts attended was in the city of Boston. He has often spoken to me of that convention. There have been twenty-five conventions since that time. I believe he has only been absent from two. One was on account of the storm at Galveston, Texas, and he has not told me

what was the reason for the other absence. He has been a devoted member of this organization during all this time. He has been a member of the Executive Committee for many years; he has been your First Vice-President, and he has been your President. It is the custom to present to the retiring President a medallion, and I now have it here to present to him. I know he will treasure it probably more than anything that has ever been presented him. I know that he appreciates the honors that have been conferred upon him by this association and I know that he will value the likeness of Mr. De Vinne that is part of this medal, and I know that he will like nothing better to take home with him and to tell the story that this medal of honor was presented by the United Typothetae and Franklin Clubs of America in the city of New York, where Mr. De Vinne was so well known and so well loved. Mr. Courts, it gives me great pleasure to present to you this emblem of honorable service. (Applause.)

MR. COURTS (Galveston): Mr. President, I do appreciate this more than I can tell you. Gentlemen, I promised at New Orleans last year to give you the best that was in me. I have tried to do it. I have had but one object in view during the past year, and that was the good of the association as a whole. That is all I have worked for, and I hope that I have satisfied you. I appreciate this, and shall treasure it and pass it to my children. (Applause.)

THE PRESIDENT: Is there any other business to come before this Convention?

## THE NEXT CONVENTION

PLINY L. ALLEN (SEATTLE)

Mr. President, may I have the privilege of speaking for the Seattle delegation just a moment?

While the Executive Committee has not so far indicated what city will be chosen as the convention city a year from now, it seems to me very natural that it should select a city on the Pacific coast, for, as you know, the Panama Exposition will be held in San Francisco next year and every one who can get away from any part of the East or the South or the North will want to go to San Francisco. So I believe it probable that Los Angeles, a beautiful city in Southern California, in fact the great convention city of the Pacific coast, will welcome you next year at your twenty-ninth annual convention. On behalf of the local division of the city of Seattle, I want to second the nomination of the city of Los Angeles, and to say to you that if that city is selected we will work with the Typothetae of Los Angeles to make that convention a success as great as has been this one. And further, I want to ask every member of the Typothetae, in case that

city is selected, that in choosing his route to the convention he either go or come through the city of Seattle. Your railroad tickets can be routed that way as well as any other at a very slight advance in cost over going and coming the same route. And I want to pledge you on behalf of the Seattle local division that we will endeavor to entertain you for the short time that you individually may be in our city, and we will show what to our minds is the proudest city in the United States (applause), a city built as was old Rome, on seven hills or more. We will show you surrounding scenery in mountain and lake and stream as beautiful as any in Switzerland. We will show you islands in the beautiful inland sea of Puget Sound as beautiful as any country that you may visit, not excluding the Thousand Islands of the St. Lawrence. Each member of the local division will constitute himself a committee of one to take his automobile, and, gentlemen, most printers in Seattle have their automobiles (applause), largely, I may say by way of parenthesis, because of their affiliation with this grand organization, which is making the printing business in Seattle a success. Again I say we will welcome you, and we will show you any attention possible. Be sure and route your tickets one way, either going or coming, through Seattle.

I thank you. (Applause.)

THE PRESIDENT: Before we adjourn I want to announce that there will be a meeting of the Executive Committee in room 131 at 8 o'clock.

MR. ALLEN (Seattle): Isn't it possible to convene that meeting of the Executive Committee immediately? It seems to me that we will get better results. We can get through with our work. Some of us are going to leave to-night and have got our bags to pack and one thing and another, and I believe you will get more members of your Committee by calling your meeting immediately and going right to work and getting through with the business.

MR. PFAFF (New Orleans): I second the motion.

MR. PURSE (Chattanooga): To many of us, delaying the meeting until 8 o'clock would mean remaining here another twenty-four hours.

MR. ALLEN (Seattle): I move that the Executive Committee go into immediate session.

(The motion was adopted.)

(The Convention then adjourned *sine die*.)



## REPORTS OF LOCAL SECRETARIES

### UNITED TYPOTHETAE AND FRANKLIN CLUBS OF AMERICA

#### BALTIMORE, MARYLAND

WILLIAM F. JONES

The Typothetae of Baltimore is in a flourishing condition; the members are becoming more and more appreciative of the work being carried on by the United Typothetae and Franklin Clubs of America. The meetings are well attended.

We started our fall and winter campaign with a meeting and dinner Tuesday, September 22. There are now twenty-four active members, and we expect to be able to report an appreciable increase in membership before the season is far advanced.

Mr. John M. Dulany, a former president of the Typothetae of Baltimore, died August 17, 1914. Mr. Dulany was several years ago connected with the printing firm of W. J. C. Dulany & Co., and had a host of friends in Baltimore.

From present indications, we will have a good delegation from our Typothetae at the national convention in October.

#### BERKSHIRE COUNTY, MASSACHUSETTS

WILLIAM C. ROOT

Berkshire County Typothetae has, in the past year, all in all considered, had very successful meetings. Satisfactory results have been obtained in the interchange of ideas on several matters. We have not lost any members, neither have we added any, although there are three or four "hard-shells" still out of the folds.

Business in general has been quiet, but the country's depression is responsible greatly for the condition. Most of the offices, however, have been fortunate in maintaining regulation force of employees. Collections have been about normal, but in many cases it requires a great amount of "pestering" to make them produce the "long-green."

Meetings have been held monthly and topics or papers of interest have been prepared or read by our different members and other near-by printer-men and unquestionably a "world of benefit" has been the result, particularly to those of us who have long ago realized that open mouths, open ears, and open eyes are essential to the person who is desirous of keeping "abreast," if not a little ahead, of the times. Attendance at these meetings has averaged about seventy-five per cent. — distance preventing some of our enthusiasts from meeting with us very often.

Our annual outing enjoyed, with the D. B. Rising Paper Co. of Housatonic, Mass., was largely attended, the members of the Ben Franklin Club of Albany, N. Y., with their wives, as well as our own wives and sweethearts, joining in with us. The event is one to be long remembered, as it cemented more firmly the friendship of our own clan particularly, leaving a good, healthy taste for the beginning of fall activities.

#### BOSTON, MASSACHUSETTS

E. E. NELSON

General business in Boston during the past year has not been up to normal.

The substantial work of the Typothetae in the past has been evidenced by the loyalty of every member to the organization and to each other during a time of what might be termed "critical conditions."

With business slow, with all the usual incentives for taking work cheap, our membership has stood firm for a cost price, plus a real profit — thanks to the cost work.

With the information given by Form 9H, the monthly statement of cost, which showed that during the dull period costs were higher by possibly twenty-five per cent. than when business was good, all users of the cost system have seen the folly of taking work below normal rates.

The Cost Committee of the Boston organization has been gratified at such a business-like stand taken by the members and feels that even though several thousand dollars have been spent in installing cost systems, it has paid handsomely in the small number of jobs that are now taken as "fillers."

Every member of our association has worked untiringly for many years to make the printers of Boston and New England better business men — better able to meet the demands of customers for better and more effective printing and advertising matter, and also the demands of the times for shorter hours and larger wages, together with increasing overhead expenses.

To-day the Boston Typothetae is stronger than ever and more determined than ever to lend all assistance possible towards uplifting the whole printing and allied trades industry.

Our association is in good order throughout the whole of New England and we are hoping for big accomplishments as soon as business resumes its normal status.

During the past year several meetings of a social nature have been held to keep the members close together, and the best of feeling prevails. Business meetings are held whenever occasion requires, to keep members of the association thoroughly alive to all developments in the industry.

There is perfect harmony between employers and their employees. The open-shop principle prevails without exception and employees have given expression to the fact that working conditions in the Typothetae shops were perfectly satisfactory.

Plans are being made for special meetings during the coming season with pertinent subjects of the hour to be discussed. We shall hold estimating and cost classes and make an unusual effort for increased membership. The spirit of the Boston Typothetae is to keep "everlastingly at it" for the success of organization work.

## BUFFALO, NEW YORK

R. T. FISKE

As the history of the Buffalo Typothetae for the past year has been so closely linked with the Buffalo Graphic Arts Association, an organization of all allied lines, I shall make this report cover the activities of the larger organization.

In October, 1913, the Buffalo field was composed of the Typothetae of Buffalo, an organization composed of ten printers, and the Master Printers' Association, an organization composed of thirty-eight printers and allied tradesmen (the Typothetae members paying dues into both organizations).

The next three months were largely spent in forming the present organization, called the Buffalo Graphic Arts Association, which on January 1, 1914, started in with a membership of fifty-nine, thirty-one of whom were members of the Printers' Division and the United Typothetae and Franklin Clubs of America.

Ben Franklin's birthday was celebrated with a great deal of enthusiasm, upwards of one hundred being present at the banquet, a delegation of twelve from Rochester attending.

Association affairs seemed to lag from that banquet until March 31, at which time the recommendations of the national association as laid down in the Standard price-list were adopted unanimously by the Typothetae of Buffalo as a minimum selling price for printing, insofar as these prices were covered by the price-list. This was a raise from \$1.25 an hour to \$1.60 for composition and a proportionate increase in the selling prices of other operations. The adoption of this list awakened the interest of the entire organization and gave a very live topic for discussion at the meetings. The association went ahead with greatly renewed vigor.

During the month of June the Stationers' Club of Buffalo decided to form a division of the Graphic Arts Association. The addition of this division with new members in the various other divisions makes a membership in the association at the present time of sixty-five.

The value of membership in the association, from the view point of its members, is shown by the fact that in one of the divisions three members were ousted because of non-attendance at the weekly meetings and three applications in other divisions have been rejected as not coming up to the standard desired.

On June 18 the Buffalo organization participated with Rochester in its annual picnic and the friendships formed among members of the two associations created a much friendlier spirit between the two cities.

The agitations in favor of the long price-list, which had been smoldering for some time, on August 4 took fire, in the following resolution:—"Resolved, that the members of the Typothetae of Buffalo encourage competition in the selling of supplies needed by them and that they give preference to those supply houses which issue a long price-list."

As there is only one house in the city which has a long price-list, this resolution makes it incumbent upon the members to buy supplies out of the city until such time as the local supply men shall see fit to issue the long price-list.

Delegations from Buffalo have attended meetings of the Typothetae at Niagara Falls and the Typothetae at Rochester to further the cause of the long price-list.

At a meeting Tuesday, September 15 the association endorsed the resolution of the Typothetae-Franklin Association of Detroit in favor of the long price-list, with the decision to aid Detroit in the presentation of that resolution to the national convention.

## CHICAGO, ILLINOIS

E. W. CHESTERMAN

The activities of the Chicago Typothetae since our last convention began with the annual meeting of our organization held in October — on our return from the convention at New Orleans.

At this meeting the following officers were elected: W. A. Grant, president; J. A. Morgan, vice-president; O. A. Koss, vice-president, and Henry M. Loth, treasurer, who, with the following, who were elected, constitute the executive committee: A. E. Southworth, Toby Rubovits, W. H. Sleepeck, and J. Harry Jones.

At the following regular monthly meeting, the president, Mr. W. A. Grant, appointed the following standing committees: Trade Matters, Credits, Vocational School, Costs, Membership Entertainment, Legislative, "One Organization for Chicago."

During the time which has followed, our officers and the committees, with the assistance of our members, have been engaged in carrying out the important work which has come to our organization and which may be classified under the heads of educational, legislative, and social work.

Meetings of our organization and its committee, to the number of thirty, have been held, some of which were invitation meetings, for those not members of our organization to take luncheon with us and be informed on some important questions of interest to our industry.

Realizing the great benefits that have been conferred on our industry by the efforts of those organizations and individuals directed along the lines of cost-finding and efficiency, our vocational school committee, fully appreciating the further progress that could be made with men trained in harmony with the latest ideas, opened the Chicago Typothetae School of Printing on July 6, 1914. Although but a few months old, the results show promise of every expectation of our committee being fulfilled.

Through our Trade Matters Committee, work is under way for the preparation of blanks to be submitted to the U. S. Census Bureau that will more accurately secure from our industry such definite information that we as printers are interested in. Also, through the same committee, we are endeavoring to interest the supply houses of our city to arrange for a closer co-operation among themselves on the matter of credits.

Experience has shown us that legislation, both national and state, is becoming more and more influenced by organization work. This is so, because, through organized effort only, facts and figures pertaining to the business of the organization can be secured. To better do our part in this important work the Chicago Typothetae is affiliated with the Associated Employers of Illinois on state legislative matters and with the Chamber of Commerce of the United States on national matters.

We were also before the Industrial Commission appointed by congress at its hearing in Chicago, being very ably represented by Mr. T. E. Donnelley.

In addition to our annual banquet held last January, two luncheons were given, to which many printers and representatives of the supply houses were invited, the purpose of the luncheons being to acquaint those not members of our organization with the work of the Chicago Typothetae, and especially with reference to some particular matter of interest to all.

The general routine work of our office with reference to our labor bureau and the Printing Trades Mutual Fire Insurance Company has resulted in maintaining them with the same degree of efficiency as in former years and a very satisfactory progress for the past year.

Our membership has increased so that to-day the Chicago Typothetae is on a stronger and more influential basis for the good of our industry than ever before.

While we view with satisfaction the progress of the year just passed, we are not unmindful of the loss of two of our associate members who have been called to their final home. Mr. Thomas C. Bermingham of Bermingham & Seaman Co. and Mr. Eugene H. Wimpfheimer of Sigmund-Ullman Co.

We look forward to the coming year with anticipation of much good work to be accomplished and trust that at its close our report will show progress and reflect credit on our national as well as local organization.

#### CLEVELAND, OHIO

W. G. MARTIN

The past year of the Ben Franklin Club of Cleveland, ending on September 1, 1914, was one of activity and achievement. The members of the club have been more firmly cemented by the passing of another year and a more general air of confidence in one another reigns.

The officers of the club have been, as ever, active in its welfare and in all cases have been given support by the members, which entitles them to the prestige they hold as one of the foremost printers' organizations in the country.

The Board of Directors has held twenty-six meetings with an average attendance of ten. It has been active in the work of the club, has transacted the regular routine of club business in a highly efficient manner, and has been active in conjunction with the work of the committees.

The Publicity Committee held six meetings during the year, none other being deemed necessary. It has made the "*Ben Franklin News*" one of the most attractive periodicals in the country, and has centered its efforts upon the securing of publicity for the various functions of the club with splendid success.

The Credit Committee has held ten meetings. It has presented a plan for the revision of our present credit bureau, which will greatly increase its efficiency.

The Trade Committee held twenty-eight meetings. A good share of its time has been spent in the interest of our waste paper department, which has been put into effect through its efforts and is now netting the club a neat revenue, besides creating a better and more satisfactory service for the members.

The Cost Committee has held twenty-four meetings. As a result of its work, the estimating classes were, this year, the envy and wonder of printers the country over, both in regard to size and effectiveness. It was instrumental in issuing our Blue Book, which has been put into general use in the majority of shops in this city.



The Apprenticeship Committee held three meetings, and, working in conjunction with the two technical high schools, was instrumental in securing gratifying attendance of the night classes for apprentices.

The Membership Committee held six meetings and was instrumental in adding twelve new members to our list.

The Entertainment Committee, aside from successfully planning and carrying out the monthly meetings, at which the club has been addressed by many prominent citizens, successfully promoted the joint shop picnic on July 18, which was attended by close to 1,800, the largest printers' picnic ever held in America, and the annual banquet at the Hollenden on January 17, Ben Franklin's birthday, which was attended by 311.

The Visitation Committee has had little work to perform during the past year, only one meeting being deemed necessary.

Aside from the work of the standing committees, special committees have been appointed for the following purposes: January 12 — Special committee to work with the Credit Committee in working out plans for a revised credit bureau. January 26 — Special committee for the purpose of assisting in securing of waste paper contracts. May 26 — Special committee for securing delinquent dues. August 30 — Special committee with power to form an association of printing salesmen. All the aforementioned committees have performed their work in a most creditable manner. Their work has resulted in success in all cases.

The collection bureau demonstrated its value and efficiency by collecting 140 claims without suit for a total of \$4,175.32, and sixteen claims with suit for a total of \$1,047.14, or a grand total of 156 claims for \$6,122.46. Many of these were for dead accounts, which otherwise would probably still remain upon the wrong side of the ledger.

The credit bureau received 564 calls for credit information, and issued 128 special reports and ratings to members.

The waste paper department, operating from the first of March to the first of August, 1914, handled 522 tons of paper stock and returned to club members a net revenue of \$7,662.54, the August report of waste paper not being completed.

The club to-day is upon a solid, substantial footing; it is enjoying a steady and healthy growth and is looked to, the country over, as a most successful organization, which is a source of no little pride to all its members. The same loyal co-operation given by the individual members during the coming year will result in overcoming many abuses which now exist in our trade.

#### CONNECTICUT

JOHN R. DEMAREST

During the past year our organization has been holding regularly monthly meetings, at nearly every one of which we have taken up estimating. This has been done by sending out to the different members a job to figure on and bring with them to our meetings.

At our February meeting we were able to secure Mr. Charles Paulus, secretary of the New York Typothetae, who gave us a very interesting talk on board of trade matters and the German method of price-making. At one of our meetings we had a very interesting discussion on the apprenticeship question and had with us that night men who are interested in this work and who told us of the success they are having.

During the year quite a number of New Haven printers have taken an interest in the Boardman Apprentice Shops, where we are conducting a printing school, as well as schools for other trades. We have been able to have some of our members send their apprentices to this school for half a day or a day a week and in this way assist them to secure a better knowledge of the business.

We are talking at the present time of trying to bring about for the next year's meetings a series of estimating talks and also have some actual figures brought before the meetings on jobs which have been done in some of our members' plants. This, we feel, will stimulate an interest in the organization.

#### DENVER, COLORADO

WILLIAM G. CHAMBERLIN

During the past twelve months conditions have not been favorable to the promotion of aggressive organized work in this city or state. The depression in general business has made it hard for the master printers. All efforts made along educational and progressive lines have failed to receive the support of the fraternity. In order to be prepared for better days a few have kept the organization intact. We are very grateful for information and assistance extended us from time to time during the year from the headquarters.

#### DETROIT, MICHIGAN

H. E. SMITH

One year ago Detroit had two organizations and we felt we were not getting the best results for the amount of energy expended. The Typothetae had a membership of forty-four and the Allied Trades Association a membership of seventy-six. Four of the Typothetae members were

not members of the Allied Trades Association and nine printer-members of the Allied Trades Association were not members of the Typothetae.

Early in October a movement was launched to amalgamate the two into one big, strong organization, and on Tuesday evening, November 4, the plan was consummated and the present Typothetae-Franklin Association is the result.

One of the pleasing features of the amalgamation is the fact that it was carried out without the loss of a single member, and all members belonging and paying dues to only one organization came cheerfully into the consolidated body.

Immediately after the readjustment, the election of officers, the appointment of committees, etc., everybody buckled down to business, and "high speed" has been on ever since. The Typothetae membership has been increased from forty-four to eighty-three and the total membership from seventy-six to one hundred and sixteen, which certainly shows a very healthy growth.

Among the important things accomplished during the year were:

The establishment of a new credits committee. This committee is composed of three printers and one from each of the allied branches. Its duties are to look after the credit conditions of new firms starting in the printing business, and, incidentally, to put them upon the right track by urging the installation of cost systems and the value of an alliance with this organization.

The establishment of a code of ethics between paper jobbers and printers, in which the printer is protected on a differential of twenty-five per cent., will soon discourage the purchasing of paper stock by the consumer. An active campaign for a paper jobber's "long list" has been conducted by the secretary and trades matters committee, and its endorsements secured in many cities.

A platen press branch started in May, having held very interesting meetings, with an attendance of from fifteen to twenty-five. This branch meets every second and fourth Thursday.

Credit and collection information. The credit information given out during the year has saved our members many a dollar, and the collection department has secured many dollars that were supposed lost.

The installing of cost systems in many plants.

An apprentice school in Cass Technical High School has been placed upon a good foundation, and its first year considered highly successful.

A very successful Ben Franklin banquet, held January 17, with an attendance of over one hundred and twenty-five.

A dinner and lecture for the purpose of promoting closer relations between employer and employees with an attendance of two hundred and ten. April 30 a second meeting was held with the same attendance.

Our Monday noon luncheons have increased in interest and attendance and on many occasions have over-flowed our rooms. Average about forty.

A considerable number of estimates have been made by the secretary during illness and vacations of members. Our office has been most dependable in this service.

An average of about twenty-five employees each week has been furnished to our members. In response to urgent calls, where we were unable to supply help promptly, we have "borrowed" help from other members.

Our treasurer's report shows a healthy balance of cash on hand with but a small amount of delinquent dues.

The work of our association has been very successful and we feel that we have one of the best organizations in the country. All the members work together willingly, and it is believed that this has considerable to do with the success of the Typothetae-Franklin Association of Detroit.

#### EL PASO, TEXAS

HOMER Y. ELLIS

General business the year past has been spotted — some months were very good and some very bad, but on the whole it averaged up fair.

Meetings of the local Typothetae have not been held regularly. When Mr. Beckett, the field auditor, was here, several sessions were held, two dinners being given in his honor. His visit was much appreciated and some good was accomplished by him.

All the members have the Standard cost system in use.

A visit from the field auditor at least once a year we think would be a good thing.

Mr. Flagg was also a visitor to our city not long ago.

#### FITCHBURG, MASSACHUSETTS

FRANK C. HOYT

The Fitchburg Typothetae has no change in membership to report for the year. Its location is such that it must always remain one of the small organizations, and its progress must be slow. A paid secretary and many of the other benefits possible to a larger body are beyond our reach, but we believe the fact of our organization and continued existence is a larger factor in the situation in the district than can be demonstrated by figures.

## KANSAS CITY, MISSOURI

OLIVER WROUGHTON

This is a list of the things we have accomplished in Kansas City; also a list of the things that are in progress.

Finished: Adopted the Standard price-list, established a school of advertising, procured a standard scale of prices from the electrotypes, procured an absolute net price-list from paper houses — all printers to be treated alike — quantity discounts only, procured a net list from photo engravers, adopted by-laws for the local Typothetae, established a campaign of advertising to the public, established a complete credit and reporting system, procured favorable contracts with all labor unions, established a net list from machine composition houses, established a scientific analysis of hand composition, established a successful plan for weekly luncheons, established a successful plan for monthly dinners, affiliated the organization with the Kansas City Commercial Club, affiliated the organization with the Kansas City Civic Alliance, installed cost systems in ten plants, syndicated and eliminated five unsuccessful plants, materially increased our office efficiency, established a library, installed a course in business science and management, installed an improved labor department plan, established a standard estimating blank, established standard terms of sale, established a plan for all firms to publish catalogs and price-lists to the public, put our organization on a successful financial basis, obtained approximately five hundred attorneys to represent us in various country towns, and installed a system of rating attorneys for service, held a successful yearly outing picnic, procured four new subscribers to the Typothetae and twelve to the Graphic Arts organization, and some things we cannot mention.

Unfinished work: Started a movement to procure better salesmen, started a movement for net list from bookbinders, started a campaign to educate the public, started a movement to establish a credit board for all new credits.

## LOS ANGELES, CALIFORNIA

M. MATUSKIWIW

This board entered upon its present fiscal year, terminating September thirtieth, with a membership of forty-two firms, and closed with a membership of forty-eight firms, comprising all the branches of the graphic trades represented in this city, viz: Printing, lithographing, trade composition, photo-engraving and electrotyping; the three first named forming separate and self governing branches and the two last named being included in the division of printing. This membership represents about twenty per cent. of the firms operating in this city.

Several of the firms holding membership in this board are likewise individually affiliated with the United Typothetae and Franklin Clubs of America, as are a number of firms not identified with the board.

The local organization maintains a central office attending to the various features of service rendered to the members in particular, and in general to the trade, which is equally benefited and elevated by the work performed.

Most of the efforts of this board are directed towards the installation of, and propaganda for, the cost system and rational bookkeeping methods. It is in the effect and result of the endeavors along these lines that the comparatively small membership acknowledges its compensation.

The educational influence of this board upon the printing industry in this city, immediate and distant territory, is undeniable, even during a period of business depression, as the one we have just passed through, conveying by this last assertion the writer's belief that the duller part of the spell lies behind.

Through cost system propaganda at monthly meetings, to which every printer irrespective of affiliation is invited and welcome; through the publication of a monthly magazine, "Print Shop Talk," circulating among a thousand printshops in three states; through the issuance of a printers' price-list and guide in estimating of which at the present time five hundred copies are in circulation, and in that use which the price charged for it vouchsafes, this board has raised the standards of the trade in this locality in a remarkable degree. Incidentally it has demonstrated that in reform movements of this kind as well as in all human endeavors, the moving force is not measurable by numbers but rather by quality.

These efforts of a comparatively small number of Los Angeles printers has effectively changed the long standing and deeply rooted unbusinesslike method prevalent in the printing business, of measuring the money value of a product by unknown costs and unsupported standards. Grateful acknowledgment is herewith given to the splendid work of the National organization, which rendered these successful local efforts possible.

The frequently interposed reference to a deplorable variance in the estimates of printers, notwithstanding the cost system education, emanates from skepticism. Figuratively, it is but since yesterday that we printers knew how to ascertain the cost of operation, or in confidence to accept the rates established by those that have not shunned the small trouble of determining them for their own good, as well as for the benefit of fellow printers.

The labor of self- and co-education is not yet finished, nor will it ever be. We have

reached the stage where we know the principles of cost determination for the manifold operations of greatly varying value entering into our product, but we are still at sea in forecasting the correct time required for the various operations to which our known costs are applicable.

This great problem is yet to be solved. The printers in various parts of the country have already started a campaign of education in estimating. As other constructive trades, we must master the art of forecasting time requirements and as far as possible determine an average standard production. Not until this is accomplished can we expect a reasonable equanimity in our forecasts.

The practical service rendered by this board to its members consists of a credit information and collection department working with considerable success, equally effective in collecting some of the bad accounts as in promoting a wholesome opinion on the part of customers for the care with which printers investigate credit risks, and for the prompt and aggressive manner in which they deal with delinquents. In this respect it is also experienced that the businesslike methods of a few are credited to the entire trade with marked benefit to both the affiliated and the un-affiliated.

This board also maintains an employment department, extending its service irrespective of affiliation and proving of considerable convenience to employers and employees.

The governing body of the board consists of a directorate of eleven members elected by the membership for a term of one year and holding business sessions weekly.

Among the events of the fiscal year the Pacific Coast Employing Printers' Congress held June 15, 16, and 17, at Victoria, B. C., was the most important. The board was represented by a number of delegates and honored by the election of two of its members as president and secretary-treasurer respectively of the coast organization, also by the selection of Los Angeles for the 1915 Pacific Coast Employing Printers' Congress.

At the present writing several members of this board have been chosen as delegates to the national convention to be held in New York.

## LOUISVILLE, KENTUCKY

GEORGE H. KOERNER

In summing up the year's work of the Louisville Typothetae, a singularity of our small but strong body should be commented upon at the beginning. During the entire year the regular meetings, which were usually dinner meetings, were attended by every member of the organization. There were only two exceptions, at which time the entire membership was not present.

The regular election of the organization was held on November 13, 1913. Mr. Howard C. Wedekemper, of the Geo. G. Fetter Co., was elected president; Mr. H. H. Hughes, Sr., of the John P. Morton Company, vice-president; Mr. Wade Sheltman, of the Franklin Printing Company, treasurer; and George H. Koerner, secretary. Under the administration of these able gentlemen the Louisville Typothetae has endeavored to carry out locally what the national is endeavoring to do in the states.

On December 19, 1913, at a regular meeting of the Louisville Typothetae, the name of the organization was changed. Up to that time the organization was known as the Master Printers' Association of Louisville. It carried that name from the time of its advent in the year of 1904. Having always been recognized as the Typothetae of this city, the organization resolved to change the name to the Louisville Typothetae, which it did on the above-mentioned date.

The Louisville Typothetae, in the past year, has laid aside a reserve fund. It has also appropriated \$100.00 for organization work in the state of Kentucky.

During the year it was found necessary to call special meetings and to appoint special committees for the immediate protection of the printing interests. In each instance the national organization was called upon and responded diligently.

Under date of August 17, 1914, a special meeting was called for the purpose of paying tribute to a deceased member, Mr. Louis T. Davidson. Mr. Davidson was the president of the Courier-Journal Job Printing Co., of Louisville, a former president of the Master Printers' Association, and an ex-officio member of the Executive Committee of the United Typothetae of America. His death occurred Saturday, August 15, 1914, at 8.00 p. m.

The Louisville Typothetae has willingly responded to every call that has been made upon her, not only by the national organization but also by individual members.

## MINNEAPOLIS, MINNESOTA

J. D. MULLOWNEY

We started the year by forming an estimating and pricing class which was held every Friday evening. Attendance at first was very satisfactory, from fifty to sixty being present at every meeting, but it gradually dropped off until toward the last about twenty men would attend, and they, of course, were the regular old guard — not the ones we really wanted to reach. I believe the members who finished were well repaid for their trouble.

The annual business meeting was held on Tuesday, January 13, and adjourned until Wednesday evening, January 14, at 6:30. At this meeting Mr. Alfred Roper was elected

president; Mr. W. T. Cole, vice-president; Mr. H. C. Travis, treasurer, and Mr. J. D. Mallowney, secretary.

An evening dinner was held on February third, when Mr. T. E. Donnelley of Chicago gave a very interesting talk on the apprentice school in operation in his plant.

The North-west Cost Congress, which was held in St. Paul, was well attended by the Minneapolis members.

President Roper's letter of May 12, to all the members, impressed upon all of us the importance of attending every session. On the last day of the congress, President Roper invited delegates to attend our regular luncheon and many accepted.

The annual picnic was held at Big Lake, Minnesota, on July 11. In spite of its being a very hot day, the picnic proved to be as enjoyable as those of former years. One hundred and sixty-three people attended. The careful management of the picnic committee, headed by Mr. Fred J. Scott, brought the picnic through without a deficit for the first time in several years.

During the year one of our members, Minor C. Baltuff, died on Friday, March 13.

Mr. David Ramaley of St. Paul died on August 21, and it really seemed that one of our members had passed away, as he frequently attended our meetings and was always ready to help solve our problems.

The average attendance at our Saturday noon luncheon meetings has been fifteen.

The secretary's office has placed on the average of five people each week in positions, in plants of the members, nearly every other call for help being for a press feeder or bindery girl.

Mr. W. T. Cole, chairman of the cost committee, and Mr. W. P. Harmon, leader of the estimating class, deserve the thanks of every member for hard and faithful work performed during the year.

I cannot close without praising the good work done by our president, Mr. Alfred Roper, who has attended every meeting with the exception of two during the year, besides helping the secretary often to solve some question.

#### MONTGOMERY, ALABAMA

H. C. CRENSHAW

During the past twelve months the Montgomery Typothetae has held two meetings a month, all of which have been well attended and with profitable results. One meeting a month is held at night and the other at a noon-day lunch. While the membership is too small to warrant schedule programs at the meetings, matters of vital importance are discussed informally, resulting in much benefit to the members.

On July 4 the Typothetae entertained at a Southern barbecue for the proprietors and employees.

All of the members are using the cost system and two plants have installed the United Typothetae of America's accounting system. Montgomery was the first city to install this accounting system, and the members using it are very enthusiastic over the results.

#### NASHVILLE, TENNESSEE

EDWARD P. MICKEL

Concerning the work of the Nashville Printers' Club during the past year, I beg to report what while there have been no additions made to its numbers it has been unusually effective in its work and the interest of the membership has been maintained throughout the entire year.

We have never had adjournment of our regular weekly meetings on account of the hot weather. The average attendance of the membership runs from eighty-five to ninety per cent.

During the fall, winter, and early spring months much time has been devoted to educational work. Classes have been held one evening each week during this period, which covers thirty weeks. The average attendance at the classes was twenty and the amount of time spent in the classes each week was two hours. This was divided among three separate classes—a class in paper stock, a class in sales training, and one is estimating.

We prepared and furnished students approximately three hundred sets of lessons, and in addition to this, spent usually from two to five hours each week in the criticisms of these lessons.

The secretary delivered twenty lectures on salesmanship, and at the close of each meeting the price-list was always brought up for examples and difficult experiences of salesmen in handling them.

#### NEW ORLEANS, LOUISIANA

J. GILLESPIE

The local Typothetae in New Orleans was organized in 1910 with seven members; at the same time a Board of Trade was established and operated with twenty firms until early in 1911, when this was dissolved and an employing printers' association was organized for educational purposes.

In September, 1911, this organization "gave up the ghost" and New Orleans was without an organization other than the almost moribund Typothetae until September, 1912, when William

Pfaff, Walter Brandao, and Moise Steeg went to the Chicago convention and, with the usual assurance of printers, invited the Typothetae to meet in New Orleans in 1913. Then they came home and told their brother printers all about it. That started another organization, The New Orleans 1913 Printers' Convention Committee. Everybody joined this, for a New Orleans printer will always contribute to an entertainment under any circumstances. Money is no object to him if it's for play — but, like printers elsewhere, he does hate to spend money wisely. There is no fun in that. Anyhow, everybody worked, and they tell me (I wasn't there, then) that they did pretty well.

But some printers with sordid souls felt that as long as they had worked so hard, and spent so much time and money, they ought to get something out of it, and that the best method of doing that was to make the Typothetae the organization, and make it live, so that started a movement before the convention adjourned.

Those of you who assisted in that movement are remembered very gratefully by the New Orleans Typothetae. That meeting brought in a few members and it also brought an offer of the services of that prince of secretaries and king of good fellows, "Dad" Mickel, who came to New Orleans in December, 1913. He told the printers what a bunch of chumps they were and what they ought to do to be saved.

After "Dad" Mickel's visit, I happened into New Orleans, unsolicited and unattached, to spend the holidays and, after visiting several of the live wires in organization work, I saw an opportunity to resurrect the old Typothetae organization, and offered my services as paid secretary.

I was warned of that dreaded disease, peculiarity, so prominent among printers, which had played havoc with two former organizations and, while I was aware it existed in every city in the United States and Canada, I was told that in New Orleans it was far worse than in any other city in the world.

There was some doubt as to whether or not it would be safe to accept my offer to help get the boys together for a third time.

Finally two of our brave soldiers, who have always been foremost in organization work in New Orleans, and who are representing the New Orleans Typothetae as delegates at this convention, agreed to take a chance and let me "go to it" along the educational lines which I proposed. "Education" — that was what every printer agreed the other fellow needed and on January fifth, a meeting was held in the Association of Commerce rooms to discuss the establishment of a central office with a paid secretary.

The proposition was favorably accepted and the original seven Typothetae members signed the agreement for the new contract.

On January seventh, a second meeting was held with fifteen members present and a committee appointed to secure headquarters. On January fourteenth, we held our first meeting in the office of the New Orleans Typothetae, 204 Queen and Crescent Building, with fifteen members present.

Since that time our local has never missed a weekly meeting for nine months, with an average attendance of fifteen members. All of our weekly meetings have been open to members and non-members alike. Only the Executive Committee meetings are closed to non-members.

Our first move was to send a written invitation to all printers and allied tradesmen of New Orleans to visit our meetings and take part in the movement which we were carrying on for the betterment of the trade in general.

The new educational movement was launched in full force, various committees were appointed to act upon matters of importance affecting the welfare of the organization.

The Credit Committee got busy and we installed a credit bureau which has been of great value to our members in minimizing bad accounts.

The Cost Committee issued a cost price-list to conform with the Standard price-list for the benefit of every printer in New Orleans. This was done more for the purpose of convincing some of the doubting Thomases in our midst that the Standard price was right according to actual experience of our members who were operating to Standard cost-finding system. Our efforts in this respect were not in vain, for in some cases prices were advanced from twenty-five to two hundred per cent.

All of our committees have been active in making our organization a success; we have but one committee which is not active, and which has held only one meeting since January. This committee we have found useless and we have practically ignored it — I refer to our Grievance Committee.

We maintain a labor bureau which has proved very useful to our members in securing competent help in all branches of the printing business.

In April we established an estimating school. Weekly estimating classes were held every Monday night under my instructions, in a course of scientific estimating on the square inch basis.

These meetings proved a great benefit to the students who took part and have been responsible for better prices. During the summer season these meetings were discontinued but will be resumed in October along with instructions to the students in matters of cost-finding and efficiency.

At one of our meetings in April we revised our by-laws to include allied tradesmen in the New Orleans Typothetae, as associate members, and our membership was increased from twenty active members to thirty active and associate members. This number has gradually increased

ever since until we have now thirty-seven active and associate members, twenty-five of these members in good standing.

Our organization progressed so rapidly with the splendid co-operation of our members that we decided to spread the glad tidings broadcast through a weekly four-page bulletin, which was mailed to secretaries and other individuals in all parts of the United States and Canada. Our bulletin is called the *Epicycle*, a very appropriate name for which Brother Pfaff is responsible.

The *Epicycle* made its first appearance on February 21, and has been published each week since that time, except that during the last three months it has been published monthly instead of weekly, with an increase from four to eight and ten pages.

This little publication has done a great deal of good among the printers in our midst, and the editor wishes to recommend to all secretaries the publication of a similar bulletin.

Our advertising committee is now waging a strenuous campaign to keep printing in New Orleans and through this campaign we hope to increase the volume of business as well as the prices on jobs which outside cities have been taking away from us.

Fifteen of our members are already operating the Standard cost-finding system and six additional firms have just started, making a total of twenty-one firms in New Orleans using the Standard system. The average hour cost reported from thirteen shops for the past six months is as follows: Hand composition, \$1.55; linotype, \$1.58; job press, \$0.90; universals, \$1.13; small cylinders, \$1.50; large cylinders, \$2.17; men's bindery, \$0.99; girls' bindery, \$0.35; cutters, \$1.33; folding machine, \$1.00; and rulers, \$1.25.

We do not operate a board of trade but all of our members are invited to use the service of the central office freely in securing estimates on the cost of producing any kind of work, and the secretary is often called upon to make estimates or check over estimates given.

We are continually adopting new ideas to strengthen our present organization and we hope by the next convention to report that the New Orleans Typothetae is one of the strongest organizations in the United States.

#### NEW YORK, NEW YORK

CHARLES PAULUS

The annual meeting, held April 4, 1914, closed the forty-ninth year since the organization of the Typothetae of the City of New York in 1865, and thirty-one years since its reorganization in 1883. During this long period the Typothetae has been the only organization that has stood for the uplift and advancement of the employing printers' interests.

We have forty-five active and fifty associate members.

At the October meeting, Judge Alfred E. Ommen gave a synopsis of the fire provision of the labor law relating to fire alarm signals and fire drills as well as the day of rest measure, which was printed and mailed to the members.

At the November meeting, Judge Ommen addressed the members on the provisions of the income tax law, which brought forth many questions from the members. Mr. J. Clyde Oswald gave a brief history of the inception of printing by Gutenberg at Mainz.

At the December meeting, Dr. Albert Shiels, district superintendent of the Board of Education, in charge of evening schools, and Dr. Edgar Dubs Shimer, district superintendent of the Board of Education, explained the aims and requirements of the School of Vocational Training, and a general discussion took place. Mr. Walter Hazell, of Hazell, Watson & Viney of London, England, a visitor, explained the manner in which the trade schools in Great Britain were conducted. Superintendent Bossert, of the Mount Vernon, N. Y., public schools, also made some remarks on the condition of vocational training in his district.

At the January meeting, a legal analysis of the workmen's compensation law was given by Judge Ommen, and Mr. Edmund Dwight gave an explanation from the standpoint of the casualty companies. Mr. D. S. Brassill, president of the Bookbinders' Board of Trade, discussed the law from the standpoint of the bookbinders.

The March meeting was devoted entirely to a memorial meeting in memory of the late Theodore L. De Vinne. Mr. J. Clyde Oswald sketched the career of Mr. De Vinne from his apprenticeship to his death. Mr. J. Underwood Johnson spoke of the relations of Mr. De Vinne with the Century Company and recited anecdotes that showed his constant desire for improvement in printing processes. Mr. Walter Gillis spoke of Mr. De Vinne as one of the founders of the Grolier Club and his work in the advancement of its interest. At the conclusion of the meeting a resolution was offered and unanimously adopted. This resolution was properly engrossed and sent to the family.

At the May meeting, Mr. Arthur S. Allen gave a lecture—Color in its Relation to Printing. At the June meeting, Mr. A. F. Mackey, of the Lanston Monotype Company, gave an interesting talk on the Monotype machine, illustrated by lantern and charts.

The Labor Bureau is one of the most important of our activities. A total of 872 men and women were registered during the past twelve months and we have furnished to members and others an average of forty workmen a month. On March 13, one of our members had a walkout of compositors, feeders and pressmen. Within three days we had the strikers' places filled and the plant running full force.

The annual dinner in commemoration of the anniversary of the birth of Benjamin Franklin.

was held at the Waldorf-Astoria, Saturday, January 17, 1914. One hundred and forty-three sat down at the dinner, which was followed with addresses by Mr. Norman Hapgood, Dr. N. M. Waters, Mr. J. Clarence Harvey, and Mr. Bainbridge Colby. Mr. J. Clyde Oswald acted as toastmaster.

During the sessions of the legislature at Albany the Typothetae office has been in receipt of all bills offered and pending in the assembly and senate. These were carefully read, and any found to affect our trade were sent to the Typothetae counsel who has taken steps to safeguard the interest of our members. In connection with this work our counsel prepared a digest of the factory laws of 1913, and a synopsis of the workmen's compensation act. These two publications, together with a copy of the complete factory laws of New York and the workmen's compensation law, published by the State of New York, were mailed to each active member.

Early in the year the Typothetae asked the printers and allied organizations to appoint two delegates to come together for the purpose of watching legislation and looking after the interest of the printing and allied trades generally. This committee had several meetings in connection with the workmen's compensation law, and are responsible for the institution of the New York Printers & Bookbinders Mutual Insurance Company, which started with one hundred and twenty-three members, representing a combined payroll of over four millions of dollars. The company is prospering and bids fair toward saving money for its membership.

Our Committee on Vocational Schools has been studying the education of apprentices and has done considerable work in that connection with the district superintendents of the Board of Education in charge of evening schools. They hope in time to encourage the foundation, by the Board of Education, of a thoroughly good branch of the vocational schools for the education of printing apprentices.

#### PASADENA, CALIFORNIA

BERT G. WOOD

Last month brought to an end the third successful year of our local association. Its benefits have been felt and appreciated by all of us.

Our monthly dinner with its estimating class or talk on some live topic has had its good effect.

The printers of Pasadena have been schooled in the use of the price-list, and in this particular we have made good progress, as I know its use is general.

We have four shops working under the Standard cost system and two others that are using part of the system. Those that use the cost system in its entirety feel it to be the greatest boon in the history of their establishments. The uniform estimating blank is also in general use.

We are able to report a very satisfactory attendance at our meetings. Most of the members take a real interest in the efforts of the association, and feel that the good done the trade at large by the national association merits their co-operation in our smaller efforts.

A word of praise for the association in our neighboring city of Los Angeles: Its courtesy and good will towards us, together with the practical helps of its secretary, has at some time been felt by every one of our members. I am glad to report that at its meetings some of our members are usually present.

We all appreciate the help of the monthly BULLETIN; it is the lubricant that keeps the smaller associations going. It constantly gives us some topic to think of and discuss.

The good feeling that exists between the master printers of Pasadena is worth, alone, every effort of our organization.

It is my sincere hope that the United Typothetae and Franklin Clubs of America will continue to grow and prosper and by its efforts make the printing business of this country what it should be — a more respected and better paying business.

#### PHILADELPHIA, PENNSYLVANIA

FRANKLIN W. HEATE

The Typothetae of Philadelphia is one of the oldest local Typothetae in America, having been organized in September, 1888. Its present membership comprises a new generation of printers which continues the high standard that has always characterized the craft in the Quaker City.

After occupying the same quarters for eleven years, the organization last year leased, for a term of years, a five-story building into which it moved its offices, occupying the entire first floor for business office, estimating, collections, labor bureaus, etc. On the second floor is a large library and lounging room and the secretary's private office. The third floor contains a restaurant where meals are served at noon to the members; receptions, meetings, committees and small dinner parties are also served in the evening. The fourth floor contains a large meeting hall, seating over one hundred. The fifth floor is devoted to the steward's quarters and stock room. On the second and fourth floors are also offices of the Graphic Arts Mutual Fire Insurance Company.

The membership, like most local Typothetae, is made up of the representative firms of the city. Besides the printers' division, there are bookbinders, electrotypers, machine composition houses, paper trades, engravers, and associates, representing the other allied trades in type-setting machinery, type, presses and other machinery, ink, rollers, etc., a grand total of about one hundred and fifty.



For two years the Typothetae of Philadelphia has been the largest local Typothetae in the national association and hopes to retain that cherished position for a long time to come.

Its most important work at this time is perhaps in its educational department, classes in estimating and cost accounting being held two afternoons in each week; these are free to members and employees of members; the average classes number about thirty.

Another important feature of the work is auditing, the accounting department auditing books and drawing off the gH blanks each month for a number of our members; some little addition to our income is thus obtained.

In the estimating department, estimates are made and checked, upon the basis of cost only, the members adding such percentage of profit as they wish.

A continuation class for printers has been arranged by the Committee on Technical Trade Schools at the Philadelphia Trades School. The instruction is entirely free to the boys sent by our members, who attend the school two or three afternoons a week. The course is a thorough one and provides apprentices with a substantial technical education in printing.

The winter's program provides for mid-day meetings every other week, at which time a luncheon will be served followed by addresses by prominent members of the organization and others. These meetings will begin in October and last through the winter.

General business for the past year has not been up to the average of previous years, but much hope is held out for improvement with the fall months.

### PITTSBURGH, PENNSYLVANIA

EDWARD CORMAN

During the year, the volume of business in printing and the allied industries has been far below normal, especially in the spring and summer. The outlook is brighter to-day than for many months. A year of poor business is always a severe test for the local printers' organization. Then, if ever, there are complaints and fault-finding among members. Anxiety to get the job seems to outweigh every other consideration in the minds of some; and it is hard to maintain that spirit of friendly comradeship which is essential to full success in the work of any business association. In spite of this condition, the Typothetae of Pittsburgh has come through the year in very creditable shape. The September meeting, held on the evening of the fifteenth at the Fort Pitt Hotel, was probably the largest regular monthly meeting the organization has ever had. There were ninety-two present.

There has been a small apparent loss in membership. Last year a vigorous campaign was waged for new members. The effort was very successful, and a number of loyal, active members were secured. But, as is always the case on such occasions, several were persuaded to sign the applications who never got any farther. They could not be induced to attend a meeting or to read any educational literature. They paid no dues after the first check, and soon began to complain because the organization did not knock them down and force them to accept some of the benefits it had offered when they joined. It is from this class of printers, so far as I can see, that our few losses in membership have been sustained — aside from one or two who are located over thirty miles from Pittsburgh. It is not a real loss, as they were never members in more than a nominal sense.

The most notable work attempted in Pittsburgh in the past year has been in encouraging and helping printers to a better and broader understanding of business principles, and the possibilities of their business. Some seem entirely content to go along in the musty methods of a past decade, without a new idea or plan, and then complain that the organization does them but little good. Others are ready to learn, and to help spread the gospel of improvement in business methods, in prices, and in the operation of their plants. "Learn Something" is to be our watchword for the coming year.

To help on with the good work of broadening the printer's mental horizon, the Quotorigist Club (quote right) of Pittsburgh has been formed. It consists of proprietors, office-men, salesmen, superintendents, foremen, and a few employees in the lower ranks who wish to qualify for better positions.

Pittsburgh is looking forward to a year of better business for the printer. We believe it is now beginning. We believe, too, that the printer can do much to help or hinder this improvement.

### PORTLAND, MAINE

WILBOR L. RICKER

The Portland (Maine) Typothetae has a membership of sixteen shops — small, medium and large. We have permanent headquarters in a modern building on one of the principal business streets in the heart of the city.

The rooms are well furnished with quartered oak furniture. On one of the walls we have a large blackboard, which comes in very handy in our work. Hardwood floors and art squares make the rooms cosy and attractive.

The past year has been fairly successful. During the fall and winter months we held a series of fortnightly business uplift meetings. Invitations were sent to local and out-of-town

printers who are not affiliated with us. The meetings proved profitable and created a lot of interest.

Nearly all our members are using the Standard cost system, which was installed by men from the United Typothetae and Franklin Clubs of America. The cost system has been a great eye-opener and has done more to better conditions here than anything else. We highly recommend it.

Wednesday, June 24, we started our weekly noonday luncheons. These are held in a private dining room of one of the local hotels, and a majority of our members pass a pleasant and profitable hour there each week. Interest has been such that these gatherings have been extended indefinitely.

The opening gun in the fall and winter campaign will be fired Monday evening, Sept. 21. One of the planks in our platform is — More members in 1915.

### QUINCY, ILLINOIS

JOHN A. HALL

This city is now in the ranks of the United Typothetae with a well organized and harmonious local. Practically all of the employing printers in the city are members of the local branch and, while nothing of particular significance has been done in any special line, the local nevertheless finds the members ready to stand together in the matter of anything that gives indication of developing good results to the greatest number.

Will McMein of the McMein Printing Co. was the prime mover in getting the local organized. His company has been a member of the United Typothetae for years but stood alone in the city in that respect. His missionary work in respect to showing the beneficial results coming from his affiliation with the national body was a considerable factor in the movement here to organize the local, the actual work of organization, however, being done by Organizer Jones, whose clear statement of conditions and the need of co-operation was sufficiently convincing to bring his hearers into the fold.

Business conditions have been far from the best during the past year and even at the present time, with the prospects better than any time during the year, it is not likely that any shop will have a satisfactory showing to look back on at the end of the year.

### RICHMOND, VIRGINIA

STACY F. GARRETT

The Richmond Typothetae has been holding its own in membership, besides adding the firm of W. C. Hill Printing Co., during the year. With the assistance of the secretary and other members, the cost system has been installed in one of its members' plants.

The body has under consideration now several important questions, mainly the questions of apprentices and of the long price-lists of paper stock.

The finances of the Typothetae are in excellent shape and the committees and officers are doing good work.

A large delegation is expected to attend the New York convention, after which we look forward to greater things.

### SAN JOAQUIN, CALIFORNIA

JOHN E. BARNES

The members of the United Typothetae and Franklin Clubs of America, to the best of my knowledge (as our local association has not joined the national body), includes: Atwood Printing Company, The Independent (J. L. Phelps & Co.), The Printery, Stockton Mail Publishing Company, J. W. Black, Record Publishing Company, and John E. Barnes.

Our local association was organized in February of this year, all starting out with a great deal of enthusiasm. Now, however, we are doing absolutely nothing, with the prospects ahead very dark for a continuance of our organization, the prime cause being very serious industrial troubles, which — to a certain extent — have caused our members to become lax in their duties. With the trouble now going on, no one feels like doing anything except attending strictly to his own business and letting the other fellow take care of himself. However, our cause is not entirely hopeless, and steps will soon be taken to get the printers together once more. We hope that we can once more resume operations, but it all depends, I personally believe, upon how long the local industrial trouble lasts. The printers are not directly concerned in the fight now going on, but are suffering from the general stagnation of business in our community.

### SAVANNAH, GEORGIA

H. VAISBERG

There are little or no new developments of any importance to report for the past year. The membership is just the same as last year — eight members out of a possible eleven printing offices. All the larger offices and a few of the small ones are members of the Typothetae; about ninety per cent. of the possible production is done by members of the Typothetae.

Our experience during the slack season was that the non-members have suffered more from lack of work than the Typothetae members. This is due largely to the cheap class of work which they (the non-members) have to offer. The purchasing public, as a general rule, does not care for cheap work or cheap methods.

All the larger offices are operating a Standard cost system, and prices are held up pretty well, notwithstanding that business this year was not plentiful. I believe that most orders were handled at a legitimate profit.

Regular meetings were held about once a month, and special meetings were called whenever any business of extraordinary importance was to be transacted.

During the month of June, the annual meeting of the Georgia printers was held in Savannah. The attendance was not as large as was expected. However, those who have attended were pleased that they have done so, and felt that they would be benefited by the work of the Typothetae.

The membership here feels satisfied that the Typothetae is doing a great work, and that the regeneration of the printing industry must inevitably follow its efforts.

#### SCHUYLKILL VALLEY, PENNSYLVANIA

S. C. McNALLY

Our local typothetae was organized in May of this year with a membership of six: viz., four of the five printers in Pottstown, one in Royersford, and one of two in Spring City.

All the meetings we have held have been mainly for the purpose of persuading other printers to join with us.

Business is very quiet at the present time in the majority of shops; one printer reports that he is busy, but collections are very slow. The latter is the cry of the other members and seems to be general in credit business throughout this district.

Fall business from all appearances will be about normal.

We are happy to report that no members have been lost through death or other causes since organization.

#### SEATTLE WASHINGTON

I. H. JENNINGS

We beg to submit herewith figures showing what has been expended for work undertaken by this division from January 1, 1913, to January 1, 1914; also an outline of what we have done and what is in process of being done since June eighth of this year, at which time the writer assumed the office of manager.

On January 1, 1913, there were twenty-nine members of this division; the present membership is fifty-three. During the year 1913 this division expended for the installation of cost systems, \$1,120. Expense of delegate to the national convention at New Orleans, \$400. Expense of the cost congress held in Seattle, \$6,667.97.

During the year 1914 there was expended for the installation of cost systems, \$890. Amount expended for entertainment, from January 1, 1913, to date, exclusive of entertainments given during cost congress, \$487. Expense of delegate to New York, \$500.

Since July eighth of this year there has been installed an interchange credit service among the members.

A committee was organized, composed of members of this division and members of the local typographical union, for the specific purpose of promoting and extending the local market for the product of the printing and allied lines of business.

The work of this committee has been outlined and includes, first, co-operation with similar committees of the various business organizations of Seattle, to secure persistent and continuous advocacy for consistent support of home industries; second, the adoption of a uniform imprint by the printers of this city indicative of local production; third, compilation of statistics showing the status of the printing business of this city, and its relative importance as a manufacturing industry.

Much other educational work, especially along the line of emphasizing the importance of standardizing the value of the product of the printing industry and encouraging the installation of cost systems, is also being carried on.

Another feature of this educational work, which we are finding of great importance in maintaining and strengthening the interest of members in all the activities of the division, is the weekly luncheon meetings, at which we have an average attendance of thirty-five.

The "Composing Stick," the official organ of this division, is an indispensable medium for keeping the association in touch with every printer in the city, and for distributing, in connection with its circulation, which has now reached the three hundred mark, cost samples, which are greatly appreciated, and which have undoubtedly much educational value.

Our rooms are being utilized to the fullest extent in displaying the best product of local printers, which we think is helpful and suggestive to our members.

On the whole, we feel that we are making substantial progress, and that we have every encouragement for the future.

## ST. LOUIS, MISSOURI

W. E. MAGERS

The depression of business has been felt more keenly during the past year than any year in the history of the organization. In the face of this unusual condition, the organization of individual plants has stood the strain well. No failures have to be recorded among our members and the club has sustained the loss of but one member from the national association.

The work of the club has held its own remarkably well. The features of the club are educational with a well organized credit bureau for the protection of its members in matters of credit.

The club has held in the twelve months just past twenty-six executive council meetings, ten general meetings and one outing. At these meetings topics of interest relating to education, efficiency, apprenticeship and co-operation were discussed.

The credit bureau has maintained a high standard of efficiency, supplying its members daily with reports and useful information which have been their guide in extending or refusing credit.

The collection department has collected about forty per cent. of the claims turned in, which in the year have amounted to several thousand dollars.

The secretary has checked or made several hundred estimates for the members.

Through the equipment bureau branch of service, the club has been able to secure for its members information that has been of incalculable value, in that it has given the actual experience of printers with certain kinds of patented machines, devices and processes. We have been able to show the value of junking old machines and buying new ones outright instead of trading old ones as part payment on new machinery.

The secretary maintained a school of training in estimating for six months, the class meeting once each week. This work was especially valuable to the younger salesmen.

The spirit of co-operation is growing among the members. Many instances of real money making co-operative plans have been consummated which resulted in mutual advantages. Through efforts of co-operation, we have succeeded in getting the long price-list from one of the paper jobbers.

With no precedent to follow, we have worked out a plan of handling the waste paper of our members much to their advantage. We have standardized the price and the service. We have created competition which has resulted in an increase in the offers for waste paper in St. Louis.

With the awakening of business, the efforts of the club will be helpful in the advancing of business interest, as it has been a fortress during the time of stress.

## TOLEDO, OHIO

B. H. THOMPSON

The Ben Franklin Club of Toledo, Ohio, in the past year has more than held its own, having given to the printing world one of the greatest expositions ever attempted. While this cost the members of the Ben Franklin Club a great deal of time and money, yet they feel that they have been well repaid for their efforts. With very few exceptions the members of the Ben Franklin Club have remained loyal and have given to the club generously both their time and money. Of course it is true in Toledo as well as elsewhere that we have our usual quota of those who are more than willing that the other fellow should give his time and money to the betterment of conditions generally, that he might share in the profits, but on a whole we feel that the printing craft in general sees the necessity of a closer organization.

The collecting and credit rating bureau of this club has been one of the greatest assets, and has saved a number of its members a great deal of time and money.

The club has been able, through its employment bureau, to place a number of men in very good positions, thus being of service to employers as well as a favor to employees.

The club is now dickering for additional rooms, so that it can install the clubroom feature.

## WINNIPEG, CANADA

J. B. McCracken

The Winnipeg Typothetae and Board of Trade have had an active year. Most of the activities are conducted under the board of trade, which has a paid manager who devotes all his time to the work. Our activities included almost everything you read about: Weekly luncheons, big picnic in June, annual dance and banquet in January, estimating classes, installing cost system, besides having the honor of entertaining President Courts and Assistant Secretary Flagg at different times.

Both business and collections were bad before the war, and are much worse now. All offices are working short time.

If it were not for the organizations, many offices would be "down and out" before this. There does not seem to be any depression of mind at all, for every one seems to be quite confident of the future.



Constitution and By-Laws  
of the  
United Typothetae and Franklin Clubs  
of America

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As Amended at the  
Twenty-eighth Annual Convention Held in the City of  
New York, October 6-8, 1914



# Constitution and By-Laws of the United Typothetae and Franklin Clubs of America

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AS AMENDED AT THE  
TWENTY-EIGHTH ANNUAL CONVENTION HELD IN THE CITY OF  
NEW YORK, OCTOBER 6-8, 1914

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## PREAMBLE

With a view to developing a community of interest and a fraternal spirit among employing printers and allied employing trades of the United States, Canada, and Mexico, and for the purpose of exchanging information and assisting each other, existing societies of employing printers and allied employing trades, through their authorized delegates, do hereby organize themselves into an international association.

It is based on the rights of the individual, and while it disclaims any intent to assume an arbitrary control of the trade either against customers, workmen, or members, as an organization it asserts and will maintain the right of its members to regulate their own affairs.

## CONSTITUTION

### ARTICLE I

#### NAME

The name of this Association shall be the UNITED TYPOTHETAE AND FRANKLIN CLUBS OF AMERICA.

### ARTICLE II

#### OBJECTS

SECTION 1. The objects of this Association are to encourage and foster a feeling of friendship between employing printers and allied employing trades; to devise ways and means for bettering the condition and advancing the interests of the industry in general; to spread this influence internationally through the establishment of local or sectional associations; and develop a spirit of co-operation in all matters of mutual interest.

SEC. 2. To effect a thorough organization of the employing printers and allied employing trades of the United States, Canada, and Mexico, with a view to improving the condition of the industry in every proper and lawful manner; to encourage a high standard of proficiency; to promote the interests of the printing business in all its branches; to maintain among its members a just and equitable method of conducting said business; and to meet at stated periods for the discussion and dissemination of reliable information relative to the best methods of conducting business from the standpoint of practical experience and of approved business ethics.

SEC. 3. To urge employing printers and allied employing trades to co-operate with one another; to eliminate the evils of ignorant and ruinous competition; to make the relationship of the entire printing trades harmonious; and to correct such further evils as may exist.

SEC. 4. To spread a wider knowledge of the elements of cost, and what constitutes a proper remuneration for services rendered, to the end that competition may be honorable, just, and reasonable.

SEC. 5. To enable such members as may so desire, to form divisions for the purpose of making contracts with labor unions, a copy of every such contract to be transmitted to the Secretary of this Association, for general information. To enable members who may so desire to operate open or non-union shops; to maintain labor bureaus; and to enable members, or such of them as may so desire, to unite in the protection of their interests in any way. No existing contracts to be affected by the above clause. Each division may levy upon its members such ad-



ditional dues for the special work of such division as may be required: *Provided*, however, that such dues shall be subject only to the control of the division.

Sec. 6. This Association shall not at any time attempt to regulate its entire membership in the matter of labor control or prices of printing. Any division of the Association, either local or international, may regulate the affairs of such division, in accordance with Section 5.

Sec. 7. To employ competent men to install the Standard Uniform Cost-finding System as approved and amended from time to time by the Cost Commission; to secure uniformity in the application of the system in the plants of its members; to urge its adoption in all printing plants everywhere, and by all the allied industries.

Sec. 8. To maintain credit bureaus for the collection and dissemination of credit information; to keep on record for the use of all subscribing members information regarding the credit and the methods of buyers that may be of value to members.

Sec. 9. To create legislative committees, both local and international, for the purpose of watching, promoting and furthering the legitimate interests of the industry.

Sec. 10. To foster and further the formation of mutual insurance companies.

Sec. 11. To standardize a code of ethics and trade customs for the guidance of its members in their dealings with each other and with their customers.

Sec. 12. To establish better trade relations between individual printers, between printers and other allied interests, and between all the interests involved in the furtherance of the general welfare of the Association.

Sec. 13. To provide Boards of Arbitration, local and international, to which may be referred for adjustment problems within the Association, methods of competitors, and questions arising between members and their customers.

### ARTICLE III

#### MEMBERSHIP

SECTION 1. Any local association of the printing and allied trades, consisting of at least five members having a proprietary interest in the business they respectively represent, and who shall not be officers of a labor organization, who shall subscribe to this Constitution and By-Laws, may, upon written application, and by receiving a majority vote of the Executive Committee, become a member of this Association by paying into the treasury the initiation fee and dues as hereinafter provided. A majority of the members of any local association must be employing printers.

Sec. 2. Any individual proprietor, firm, association, or corporation, engaged in the printing or allied trades (where no local organization exists) and having proprietary interest therein, who shall not be an officer of a labor organization, may, upon written application, and by receiving a majority vote of the Executive Committee, become a member of this Association by paying into the treasury the initiation fee and dues as hereinafter provided. Such members to be considered as members-at-large, and they shall have all the rights and privileges that other members enjoy.

Sec. 3. Applications for membership from local bodies in this Association shall be addressed to the Secretary and shall be in the following form:

To the United Typothetae and Franklin Clubs of America: .....

We hereby make application for membership in your body, and enclose ..... dollars, the initiation fee prescribed by your Constitution and By-Laws. We have at present ..... members, and have adopted the name of .....

The Constitution and By-Laws of the United Typothetae and Franklin Clubs of America have been read and approved by the members of the association, and its President and Secretary have been authorized to subscribe to the same on behalf of our association. ....

..... Secretary.

Sec. 4. Application for individual membership in this Association shall be addressed to the Secretary and shall be in the following form:

To the United Typothetae and Franklin Clubs of America: .....

I (or we) hereby make application for membership in your body, and enclose the initiation fee prescribed by your Constitution and By-Laws.

The Constitution and By-Laws of the United Typothetae and Franklin Clubs of America have been read and approved.

(Signed) .....

Sec. 5. Members failing to pay dues to the treasury of this Association for a period of six months shall be dropped from the roll and cease to be entitled to any of the rights and privileges of membership in both the local and international bodies.

Sec. 6. Individuals may be elected honorary life members of this Association at any annual convention by a two-thirds vote. Such honorary members shall be exempt from the payment of all dues, and shall have all the privileges of members at conventions, except that of voting.

Sec. 7. Active membership in a local Typothetae carries with it membership in this Association and is subject to all its rules and regulations.

## ARTICLE IV

## OFFICERS

SECTION 1. The officers of this Association shall be a President, a First Vice-President, three other Vice-Presidents, a Treasurer, an Executive Committee of twenty-five members, who shall be elected at the regular Annual Convention, and an Advisory Board composed of former Presidents.

SEC. 2. The President, First Vice-President, three other Vice-Presidents, and Treasurer, shall be members of the Executive Committee *ex officio*.

SEC. 3. Former Presidents of this Association shall constitute an Advisory Board. They shall act in an advisory capacity to the other officers and shall meet at such time and place as the President shall elect.

SEC. 4. Immediately after the adjournment of each annual convention the Executive Committee shall hold a meeting and organize by the election of a Chairman, and shall from its own number elect six members, of which the Chairman shall be one, who, with the President, First Vice-President, and Treasurer, shall be an Executive Council for the current year. A majority of said Executive Council present at any meeting shall constitute a quorum and be empowered to transact business.

SEC. 5. The Executive Council shall meet when called together by the Chairman of the Executive Committee to consider such matters as may arise between the annual meetings; but there shall be at least two meetings of the Executive Committee during each year. The Executive Committee shall appoint a Secretary and fix his salary. He shall be under their control and supervision.

SEC. 6. All elections of officers shall be by ballot and in open convention.

## ARTICLE V

## MEETINGS

SECTION 1. The regular Annual Meeting shall be held at such time and place as shall be arranged by the Executive Committee. All invitations to hold the convention at any particular place should be addressed to the Secretary in writing. At least three months' notice of the Annual Meeting shall be given to all members.

SEC. 2. Special meetings shall be called by the President, at the request of a majority of the Executive Committee, or upon the request of any five members (local bodies) of the Association. Such request shall be transmitted to the President in the form of duly certified copies of resolutions adopted by the five members (local bodies) aforesaid. The place of holding such special meetings shall be selected by the President.

SEC. 3. A majority of the delegates and members-at-large, reported by the Credentials Committee as present and entitled to participate in the proceedings of this Association, shall constitute a quorum and be empowered to transact business.

## BY-LAWS

## ARTICLE I

## FEES AND DUES

SECTION 1. Each local body, and each individual firm where no local body exists, shall, upon admission to this Association, and thereafter as members are admitted, pay into the treasury as an initiation fee, a sum equal to Five Dollars (\$5.00) for each membership in the local association. *Provided*, however, that the Executive Council shall have power to waive the payment of initiation fee in specific cases or localities when, in their judgment, the interests of this Association are best served by so doing.

SEC. 2. Each local body, and each individual firm where no local body exists, shall pay quarterly in advance into the treasury of this Association for each of its members, a sum equal to one-fourth of one per cent. (or \$2.50 per \$1,000.00) on the average monthly payroll in all the mechanical departments for the previous year. *Provided*, however, that to each local association that employs a Secretary or Estimator, at a wage of not less than Twenty-five Dollars (\$25.00) per month, and having been organized and existing for a period of two years, the Treasurer shall return for the support of its organizing, estimating and secretarial expenses, fifty per cent. of the increase in dues received after the year ending October, 1914; *provided*, however, that maximum dues from any local association shall not exceed Five Thousand Dollars (\$5,000.00) per year.

For the sake of convenience in collection and in bookkeeping, these monthly or quarterly payments shall be in even dollars, the amount being that even number of dollars nearest to the exact figures.

SEC. 3. The maximum dues to be paid by a member shall be One Hundred Dollars (\$100.00) a month, the minimum dues shall be Twelve Dollars (\$12.00) a year, payable quarterly in advance, except each local body shall guarantee and pay for each of its active members whose mechanical payroll does not exceed Four Thousand Dollars (\$4,000.00) a year, a minimum of Six Dollars (\$6.00) a year, payable quarterly in advance.

SEC. 4. Payroll reports based on the payrolls of the preceding year shall be made in February of each year for the proper and accurate adjustment of dues. In case of failure to do this by March 1 of each year, the Treasurer is instructed to increase the dues of such members 25 per cent. and demand payment of same until the reports are received and the right amount determined.

SEC. 5. The Executive Committee by a three-fourths vote, shall have the power at any time to levy an extra assessment for the general expenses of the Association, said extra assessment not to exceed the regular dues for one month.

## ARTICLE II

### VOTING POWERS OF MEMBERS

SECTION 1. Members of this Association shall be represented in its conventions by delegates in the following proportion, *vis.*, one delegate for every five active members or major fraction of five.

SEC. 2. Every member-at-large shall have one vote, so long as he remains in good standing, but he shall not be allowed to vote by proxy.

SEC. 3. In all elections and questions decided by vote in the Association convention, every local body shall have as many votes as members in good standing, provided always that such local association is not in arrears. One delegate can cast the entire vote of a local association; any local association can instruct its delegates as to how they shall vote on any specified subject; where no instructions are given, two or more delegates can divide the vote as they may agree. *Provided*, however, that the following procedure shall apply upon demand of any duly accredited delegate or member-at-large. Any delegate, or delegates representing a local body, or members-at-large, shall have the right to cast one vote for each Five Dollars (\$5.00) paid annually as dues by said body or member-at-large, each delegate present being entitled to cast such fractional part of the entire vote to which the local body represented is entitled as his vote bears to the number of delegates present representing such body.

## ARTICLE III

### DUTIES OF OFFICERS

SECTION 1. It shall be the duty of the President to preside at all meetings of the Association, appoint all committees not otherwise ordered, and to attend to such other duties as are elsewhere specified.

SEC. 2. The First Vice-President shall, in the event of the death, resignation, or disability of the President, perform the duties of the office of President until the next meeting of the Association.

SEC. 3. The Secretary shall keep correct minutes of all transactions of the Association, and shall send notices to each member of all annual and special meetings; shall conduct the official correspondence of the Association; shall give special attention to the organization of additional local societies by furnishing information to persons and firms interested in the movement; shall receive applications for membership and reports from members; and at the annual meeting shall present a general report of the leading transactions of the Association during the preceding year. He shall be subject at all times to the direction of the Executive Committee.

SEC. 4. The Treasurer shall hold in trust all moneys and other property of the Association; shall pay all bills certified by the Chairman of the Executive Committee and approved by the President; and shall present a detailed statement of the finances at every annual meeting, or whenever required by a majority of the Executive Committee. He shall give bond in such amount and in such surety company as may be approved by the Executive Committee, the cost of such bond being paid for by the Association.

SEC. 5. The Executive Committee shall have general supervision of all matters connected with the interests of the Association; shall have power to pass upon and elect new members; shall grant and issue charters to new local bodies which are accepted as members; shall have power by a vote of two-thirds of its entire membership to suspend from membership any individual member or any local body taking action contrary to the expressed policy of the Association in its Constitution or at its conventions; and shall have power to fill vacancies in its own number caused by death or resignation.

SEC. 6. The Executive Committee shall meet at such times and places as its Chairman may select; or a meeting shall be called at the request of three of its members. Nine shall constitute a quorum.

SEC. 7. No elected officer of the Association shall receive any compensation for his services.

## ARTICLE IV

## COMMITTEES

SECTION 1. The Executive Committee shall, immediately after its election, elect a Cost Commission composed of seven members; a Board of Arbitration composed of five members; and the following committees: Credit, Legislative, Organization, Trade Matters; and such other committees as may be necessary. These committees to serve one year from the date of their election, or until their successors are chosen.

SEC. 2. A Finance Committee composed of the President, Chairman of the Executive Committee, Treasurer and two other members of the Executive Council shall be appointed by the President at the first regular meeting of the Council. It shall be the duty of the Finance Committee to prepare and submit to the Council a budget of proposed expenditures for the ensuing year. Resolutions carrying appropriations of the funds of this Association shall be in the form of recommendations, and no funds shall be appropriated without the approval of the Executive Council.

SEC. 3. An Auditing Committee, composed of three members, not members of the Executive Committee, shall be appointed by the President to serve for one year. They shall audit the accounts of the Association and report at the next meeting.

SEC. 4. The President shall appoint a Credentials Committee at least one week before the annual convention. It shall be the duty of the Credentials Committee to examine the credentials and make a report to the convention, giving name and address of all those entitled to participate in the proceedings, together with the number of votes each is entitled to cast.

SEC. 5. The President shall also appoint, immediately after the opening of the annual convention, a Committee on Resolutions.

SEC. 6. The President shall appoint immediately after the opening of the annual convention a Nominating Committee, whose duty shall be to recommend candidates for all offices to be filled by election at least twenty-four hours previous to the time of election.

SEC. 7. It shall be the privilege of the active members of this organization to nominate an independent ticket at any election, by securing the endorsement of at least twenty-five members in good standing whose combined payroll represents Two Hundred Thousand Dollars. Such ticket to be presented to the convention at least five hours previous to time of election.

## ARTICLE V

## ORDER OF BUSINESS

1. Calling the roll.
2. Reading the minutes of the previous meeting.
3. Report on credentials.
4. Report of Executive Committee.
5. Reports of officers.
6. Reports of committees.
7. Unfinished business.
8. Opening of question-box.
9. New business.
10. Election of officers.
11. Adjournment.

## ARTICLE VI

## AMENDMENTS

SECTION 1. This Constitution and By-Laws shall be abrogated or amended only at a regular annual meeting of the Association by a two-thirds vote, such amendment having been proposed by one or more members by filing such amendment with the Secretary at least forty days prior to the date of the next annual meeting; the Secretary shall serve notice upon all the members of the proposed amendment at least thirty days in advance of the annual meeting; *Provided*, That amendments to the Constitution and By-Laws may be offered in the convention by a delegation representing a local association, or by a committee of the convention, which proposed amendments, if passed by a two-thirds vote, shall be referred to a referendum of the entire Association. Said referendum shall be held within sixty days of the adjournment of the convention; and if said amendment is affirmed by a majority of two-thirds of the votes cast, said amendment shall immediately become operative.

## Declaration of Policy\* of the United Typothetae and Franklin Clubs of America

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APPROVED BY THE EXECUTIVE COMMITTEE,  
FEBRUARY 28, 1908

The purpose of this declaration of policy is to explain to its members the position of this Association upon the several questions treated, and it is made, not with the view of antagonizing the cause of labor, but for the purpose of protecting and safeguarding the interests of the membership of this Association.

I. This Association maintains the right of every member to conduct an "open" office, employing whomsoever such member may choose, with due regard to existing contracts.

II. This Association maintains the right of its members to employ whomsoever they see fit in the management of the respective offices.

III. This Association maintains the right of every member to sell or to purchase from whomsoever they may see fit without prejudice. It being understood that the laws of demand and supply of credit alone should govern transactions of buying and selling.

IV. This Association aims to secure uniform action of its members and of the Local Typothetae upon subjects of common interest, and invites united and uniform action to resist any unwarranted or unjustifiable encroachments of labor organizations upon the rights of employers.

V. This Association leaves to Local Typothetae the settlement of all questions relating to its own membership, subject to the provisions of the Constitution and By-Laws of this Association. Local Typothetae and individual members shall be at liberty to make contracts with local unions, provided such contracts conform to the spirit of this declaration of policy and are approved by the Executive officers of the National organization before they are executed.

VI. This Association is opposed to any agreement between Local Typothetae, or individual members thereof, and employees' unions for the control of trade or membership.

VII. This Association deprecates the use of the Union Label, and requests Local Typothetae to urge their membership to refuse the use of said Union Label.

VIII. This Association aims to extend an accurate knowledge of costs of operation in every department of the plants of its members that each member's business may be conducted with such intelligence and uniformity as to insure its successful operation.

IX. This Association aims to advance the development of the art of printing through the use and encouragement of Technical Schools devoted to the discovery and training of such young men as are desirous of acquiring proficiency in the trade.

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\* The Declaration of Policy and Code of Ethics remain the same, not having been changed by the action of the Twenty-eighth Annual Convention.

## Code of Ethics\* of the United Typothetae and Franklin Clubs of America

Recognizing the fact that in the conduct of our business no individual or concern in any community can act regardless of his neighbors and competitors, and that while the spirit of competition has been so deeply imbedded in the human breast and so keenly sharpened by the methods of every-day life as to cause it to enter into and influence every transaction, but at the same time believing there are methods of competition which are clean, honorable, and legitimate, whereby we can compete without wronging others and without demoralizing the business in which we are engaged, this Association adopts the following rules, and recommends them to the employing printers of the country:

### OF OUR DUTY TO OURSELVES

(1) The code of ethics best calculated to elevate the status of employing printers must be evolved by the development of moral and intellectual manhood. We should, therefore, and firmly, resolve to test every *transaction* by the standard of truth and justice.

(2) Take advantage of no man's ignorance and see that employees are truthful and straightforward, and do not misrepresent nor overcharge the confiding.

(3) It is an absolute essential in honorable competition that we prove ourselves as honorable in every particular as we would have our competitors.

(4) Mix freely with intelligent and honorable members of the craft, and study their ways and methods, and endeavor to get a reputation in the community as an intelligent, honest, first-class printer, whom people can trust with their work without competitive bidding.

(5) Every printing establishment should have a perfect system of ascertaining the actual cost of every job. It is in this way only that the business can hope to be relieved from the deleterious effects of guess prices. Such a system should not only ascertain the facts, but record them, so that they can be referred to understandingly, and the information immediately ascertained.

(6) No establishment should be satisfied with anything except the most exact and systematic bookkeeping, and all work should be checked up and charges proved before delivery, and the following made a standing rule: Never permit a charge to be entered on the books that cannot be proved by competent evidence in a court of justice to be a fair competitive price.

(7) The expense of doing business, such as the wear and tear of material, interest on money invested, bad debts, rents, taxes, insurance, bookkeeping, and all other items of expense, should be ever before our eyes, and we should never forget that these must be as surely levied on each particular job as its labor cost. Never, under any circumstances, should the minimum cost plus a fair profit be departed from. We should feel here a double restraint; in the first place, to cut cost is *foolish*; in the second place, it is *wrong*.

(8) On no account consent to pay commissions to bookkeepers, secretaries, or others who have work to give out. It is demoralizing to both the giver and the taker. Money is passed without a proper equivalent. The agent is selling something he has no right to sell, and unless the printer has a better conscience than is ordinarily met with, the commission is added to the bill, and the customer pays more than he should.

### OF OUR DUTY TO EACH OTHER

(9) When a young competitor enters the ranks, welcome him as a new soldier to the field, and help him to any information and assistance which will enable him to overcome the difficulties we had so much trouble in surmounting. Rest assured you can make no better investment of the time necessary to do so, as his gratitude for the kindly consideration will often cause him to repay you in a fourfold way and where you would least anticipate it.

(10) It should be a duty and a pleasure to impart to our less experienced competitors the knowledge we possess, so long as we are satisfied that the information generously given will be honorably used. In this way the element of ignorance, which does so much to demoralize the craft, may be partially eliminated and one of the most dangerous factors of competition destroyed. Remember that knowledge kindly imparted makes a business friend of one who would probably otherwise become a business foe.

(11) The young employer who starts with a small capital, and does most of his own work, should ever remember the honorable nature of his calling, and never make the mistake of supposing that because he does his own work he can do it for less than his neighbor who employs fifty or more

\* The Code of Ethics and Declaration of Policy remain the same, not having been changed by the action of the twenty-eighth Annual Convention.

hands, with a long list of superintendents and foremen. He should rather insist that the work which he does with his own hands will be better done, and therefore he should receive more for it.

(12) When a printer is offered work which he cannot do, his rule should be to decline it and refer his customer to the office that can do it, and not accept the work hoping to get some neighbor to do it for him and allow him a commission.

(13) Make no rebates or allowances to professional brokers or middlemen. If it is possible to help a neighbor out of an extra rush of composition or presswork, do it cheerfully, and divide with him the profit on the work. In this way the temptation to add to the facilities, oftentimes much too large for the work done in a given community, will very often be overcome, as idle machinery makes it almost impossible to maintain any standard of prices which may be adopted.

(14) When estimates are asked for by any person on work done by another printer, with plain intent to find cause for an alleged unfairness of the price charged, they should be invariably declined. It is not safe to criticise any price until one is in possession of all the facts. The work itself when done does not say whether it was done by night or by day, with a few or many alterations; these with many other unknown conditions may have controlled the price.

(15) In making estimates we are shooting arrows in the dark, and may unwittingly wound some of our best friends when we have least intended it. If the aggrieved person thinks he has been injured by an estimate which has taken away a valued customer, his proper course is to seek an explanation, and he should always begin with the supposition that the injurious price has been made in ignorance of all the facts, by thoughtlessness or by mistake. In most cases he can reach such an explanation as will prevent a repetition of the error, if it does not bring the lost work back.

#### OF PRICES AND ESTIMATES.

(16) Every establishment should have a thorough knowledge of what it costs to produce the work it sends out, and should determine what percentage of profit it will be satisfied with. Based upon those two items, it should establish its prices for all work undertaken, whether secured by competitive bid or without a price being named in advance.

(17) A master printer should not make estimates for work that he cannot do, and when he is devoid of experience in certain branches of printing, should not attempt to price them. It is always unsafe and often unjust to give prices upon a class of work for which the cost is not positively known and has to be guessed at.

(18) Always have the courage to ask fair remuneration for any work offered, resting assured that it will be more profitable to be without a job than to secure one in which there is a temptation to resort to questionable methods in order to avoid a financial loss in its execution.

(19) Estimates calling for detailed specifications of separate value of the paper, composition, electrotyping, presswork, ruling, binding, etc., should always be refused. These details the customer has no right to. They are the printer's property, and to be swift in giving them away is one of the surest methods of provoking unfair competition.

(20) When requested to make estimates for work, or submitting proposals in answer to advertisements, the intelligent printer should endeavor never to lose sight of the fact that the only price proper to make is the one that he would make were the work entrusted to him without any estimates having been requested on it. His estimated figures should be made on the basis of 1000 ems, per token, and per pound for paper that he has adopted for his minimum for the class of work, while carefully studying the subject with the figures of his previous year's business before his eyes, and while safely shielded from the exciting influences which arise when the estimate fiend is so close upon him — always consoling himself when he loses the job with the thought that if he had encumbered himself with the work at a low figure he would have incapacitated himself from doing what may presently come along at a remunerative rate.

(21) A master printer should always contend that he is entitled, when asked for an estimate, to know the names of all who are to be requested to bid on the work. A glance at the names is often sufficient to show him whether it is worth the trouble to make the necessary calculations. He should also insist upon his right, if he desires it, to know all the prices offered for the work, and to whom and at what prices it was awarded.

(22) The man who asks for a bid upon work, and before receiving it shows the figures made by another bidder, should be marked; it can be depended on, if he will show you another's bid he will show yours to a third party. He wants you to do the job, if you will do it for less than anyone else.

#### OUR DUTY TO OUR WORKMEN

(23) In the conduct of our establishment it should be our constant endeavor to elevate the moral character and ameliorate the financial condition of our workmen who are engaged with us. This interest in their welfare is one of the best methods of preventing strikes and lockouts, which do such untold damage to both the proprietor and the journeyman.

(24) While it should be the firm and unalterable determination of every printer not to be dictated to by labor organizations when their demands are unfair, or which substitute the will of a prejudiced majority for the conservative teachings of common sense and justice, we should be slow to condemn the action taken by the journeymen, as it is possible that the influences controlling them may be more than they are able to resist.

(25) Any action which tends to decrease the rate of wages should be looked upon with as much distrust as is an effort to increase them. We should always remember that the proper place for us to look for remuneration is from the business we do at a legitimate profit, and not from what we can save on the *per diem* of the wage worker, or from what we can make out of each other.

(26) In the treatment of apprentices or boys who are in our employ we should be ever careful as to whose hands they are in, as they are often influenced for good or for bad by the example of the foreman under whom they work.

(27) When an apprentice is taken, it should be considered our duty, if he prove unapt or unteachable, to advise him to seek another line of trade. It often occurs that a poor printer would have made a good blacksmith or shoemaker; therefore, either trade, as well as the boy, would be benefited by taking him away from the trade for which he is unfitted.

(28) When we conclude that the apprentice we have taken is competent to learn the business and that he will learn it in such a manner as to reflect credit upon those who taught him, as well as himself, no effort should be spared to make him all he should be as a workman and a good citizen. By so doing we add to our own happiness, his prosperity, and help the future generation of employing printers along a very troublesome road.





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